

Advanced GCE TRAVEL and TOURISM

Unit 15 (G735) HUMAN RESOURCES IN TRAVEL AND TOURISM

Exemplar (Grade B)

June 2007

Please read the instructions printed at the end of this form. One of these sheets, suitably completed, should be attached to the assessed work of each candidate.			
Unit Title	16 Hum	G735	Session
Centre Name		Jan / June	Year
Candidate Name		Centre Number	2 0 0 7
Evidence: You need to p have planned a successfu this process, you will give an evaluation of how one of your chosen organisations manages the performance and discipline of its staff.		Candidate Number	
<p>rel and tourism organisations. You also need to produce evidence showing how you participation as a candidate for a different interview is also necessary. To complement of its staff.</p>			
Criteria			Page No.
<p>AO1.1: You provide a brief summary of the management and planning of human resources for two travel and tourism organisations which shows some understanding, but with little comparison made between them; there are omissions or inaccuracies in the interpretation of technical language or content, and little consideration of each organisation's values and attitudes in relation to human-resource management and planning;</p> <p>[0 1 2 3 4]</p>	<p>AO1.2: you produce a report on the management and planning of human resources for two travel and tourism organisations, where some features may be covered in more detail than others, showing knowledge and understanding; you contrast and make some comparisons between the two organisations, and give some consideration to each organisation's values and attitudes in relation to human-resource management and planning;</p> <p>[5 6 7]</p>	<p>AO1.3: you produce a report on the management and planning of human resources for two travel and tourism organisations, showing full understanding of the issues, and you identify different approaches used by each organisation; you make a comprehensive comparison between the two organisations, with mature consideration of each organisation's values and attitudes, in relation to human-resource planning and management.</p> <p>[8 9 10]</p>	<p>Comprehensive comparison made between 2 organisations taking into account each. Organisations values & attitudes A bit repetitive at times but the issues are identified. A holistic approach to working.</p> <p>1-12</p>
<p>AO2.1: You apply knowledge and understanding of the recruitment and selection process by producing an outline plan for a job role in one travel and tourism organisation, with outlines of a needs-analysis, a job advertisement, a job description and a person specification; your use of terminology is not always accurate and written communication lacks detail in accuracy and content;</p> <p>[0 1 2 3 4]</p>	<p>AO2.2: you provide a plan and implementation programme of the recruitment and selection process for a job role in one travel and tourism organisation, with realistic needs analysis, job advertisement, job description and person specification, which match the role and apply knowledge and understanding; you present materials suitably, with appropriate use of some terminology, and your understanding is conveyed through use of appropriate language;</p> <p>[5 6 7 8]</p>	<p>AO2.3: you provide thorough evidence of the planning and implementing of the recruitment and selection process for a job role in one travel and tourism organisation, with a comprehensive needs-analysis, appropriate job advertisement, job description and person specification, which fully reflect the job role, showing full application of knowledge and understanding; there are no inaccuracies in content and the coverage of the skills required is complete; you present your work logically, showing use of appropriate terminology and your meaning is clear and accurately conveyed.</p> <p>[9 10 11 12]</p>	<p>Detailed evidence of understanding of the issues for planning & implementing the recruitment process.</p> <p>Appropriate use of terminology</p> <p>Job ad, describes person spec show knowledge & understanding of various</p> <p>13-39</p>
<p>Mark</p> <p>8/10</p>	<p>Mark</p> <p>9/10</p>	<p>Mark</p> <p>9/10</p>	<p>Mark</p> <p>9/10</p>

Criteria

Teacher Comment

Page No.

AO3.1: You provide limited evidence of your participation in an interview, as a candidate, for a job role in the travel and tourism industry; there may be limited evidence of your research into the requirements or skills of the job concerned and no attempt at analysis of your own performance;	AO3.2: you provide clear evidence of your research into the requirements of the job for which you are being interviewed, as well as evidence of your participation in the interview, as a candidate, for a job role in the travel and tourism industry; you provide an analysis of your performance, with some attempt at making recommendations for improvement in your performance or further skills that you need;	AO3.3: you provide comprehensive research into the requirements of the job for which you are being interviewed, and you give a mature performance in an interview situation for this job within the travel and tourism industry; you also produce a thorough analysis of your performance during this interview, with well-considered recommendations for improvement in your performance and the skills which you need to develop to improve this performance.	<div> <div>Mark</div> <div>10/11</div> </div> <div> <div>Comprehensive research!</div> <div>A very good interview!</div> <div>Detailed analysis with recommendations based on weaknesses identified</div> <div>40-80</div> </div>	
AO4.1: You evaluate briefly how your chosen organisation manages the training, motivation, performance and discipline of its staff and your conclusions and references to relevant legislation are limited; there are omissions and/or inaccuracies in your interpretation of technical language or content;	AO4.2: you provide an evaluation of how your chosen organisation manages the training, motivation, performance and discipline of its staff and you draw some supported conclusions, which may not be wholly realistic but meet the requirements of current legislation; there may be some inaccuracies and/or omissions in content and little reference to values and attitudes of stakeholders;	AO4.3: you produce a critical and comprehensive evaluation of the way the chosen organisation manages the training, motivation, performance and discipline of its staff, which includes valid conclusions and recommendations for improvement reflecting the effects of legislation and the values and attitudes of stakeholders.	<div> <div>Mark</div> <div>11/12</div> </div> <div> <div>Critical & comprehensive evaluation - good use of sources</div> <div>As back up documentation</div> <div>Recommendations reflect values of legislation</div> <div>81-96</div> </div>	
[0 1 2 3 4 5]	[6 7 8 9 10]	[11 12 13 14 15]	<div> <div>Total/50</div> <div>11/12</div> </div>	
If this work is a re-sit, please tick	Session and Year of previous submission	Jan / June	<div> <div>2</div> <div>0</div> <div>0</div> <div>7</div> </div> <div>Please tick to indicate this work has been standardised internally</div> <div>✓</div>	

Please note: This form may be updated on an annual basis. The current version of this form will be available on the OCR website (www.ocr.org.uk).

Please complete one *Centre Authentication Form* (CCS 160) for each unit and forward to the moderator with your sample.

Guidance on Completion of this Form

- One sheet should be used for each candidate.
- Please ensure that the appropriate boxes at the top of the form are completed.
- Please enter specific page numbers where evidence can be found in the portfolio, and where possible, indicate to which part of the text in the mark band the evidence relates.
- Circle the mark awarded for each strand of the marking criteria in the appropriate box and also enter the circled mark in the final column.
- Add the marks for the strands together to give a total out of 50. Enter this total in the relevant box.

Unit 16: Human Resources

By

Human Resources Management within Two Organisations:

In an organisation to be successful in creating and maintain standards throughout the organisation it is important that the human resources of the organisation are managed with good efficient management skills. Each organisation in the travel and tourism industry have different methods and techniques of how they manage their human resource within their organisation. The types of management methods and techniques used by the Human Resource manager of an organisation are influenced by external and internal factors such as the accessibility and funding of any new developments within the organisation itself to help improve standards for the public. These external and internal factors can have an affect on how successful and effective organisation is in promoting their business or service to members of the public. The organisations need to manage this well in order to meet the demands and requirements of the public and to also gain repeat business.

Type of Sector-

The two organisations that I will be evaluating the management of Human Resources and how the external and internal influences affect them are the Belfast Zoo and the Clandeboye Lodge Hotel. These two organisations have different ways of managing human resources in the type of expenditure budget they have and methods taken in order to manage the organisation. This is due to the type of sector that these two organisations are part of.

The Clandeboye Lodge Hotel is part of the private sector and is owned by Pim Dalm the Proprietor and General manager of the hotel. As the Clandeboye Lodge Hotel being part of the private sector the Human Resource manager (Heather Dunn) is able to work along side Pim Dalm the Proprietor and discuss the different range of issues that would need to be reviewed by the hotel in order to maintain or increase the standards presented at the present time. One of the main aims of the private sector is to make a profit from the organisation. If the Clandeboye Lodge Hotel is able to create a sustainable profit the money being made can be used by the Human Resource manager to help improve areas of the hotel which in turn will attract more customers. The way that is would be achieved within the Clandeboye Lodge Hotel by the Human Resource manager (Heather Dunn) would be by working together in relation with other resources of the hotel such as Sale Director and Financial manager in order to discuss the expenditure budget that is available to help improve services within in the hotel. As the Clandeboye Lodge Hotel is a profit making business means that their expenditure budget for the Human Resource manager would be high allowing the Human Resource managers (Heather Dunn) to manage the different aspects of the hotel so that it is efficient and cost effective and is generating high amount of income from their customers. Seeing that the expenditure budget for the Clandeboye Lodge Hotel is high means that the Human Resource manager (Heather Dunn) can plan and review necessary areas of the hotel where improvements could be made.

For example to improve services by the advertising, employing new staff and the process of providing them with necessary staff training in their department and uniforms etc. This all costs the Clandeboye Lodge Hotel money which is taken from the expenditure budget. Without these funds the standards of the Clandeboye Lodge Hotel within the hotel could fall

Private
Sector
values
management
of HR.

due to the lack of financial resources available from the Human Resource manager (Heather Dunn) to work with. With a limited budget available for the Human Resource manager makes making improvements within their organisation difficult to achieve as there is no financial support to help deal with different problems of the organisation. For example if the Clandeboye Lodge Hotel was a smaller business the expenditure budget would be limited being that the money that was put into the hotel to help improve services would need to be carefully used by the Human Resource manager and would also need to be effective in getting the correct results. This applies to everyone in the private sector.

In comparison the Belfast Zoo is part of the public sector and is owned and maintained by the Belfast City Council. Being part of the public sector has an impact on the way that the Belfast Zoo is managed in the Human Resource department and the type of expenditure budget the Zoo has to spend overall. As the Belfast Zoo is part of the public sector means that the Belfast City Council is the public organisation that would review and decide upon the type of expenditure budget the Zoo would receive throughout the year. This means that the Belfast Zoo would need to have a close strong relationship with Belfast City Council in order to receive improvements to their organisation.

Comparison of managers

The way that the Belfast Zoo manager would manage this situation would be by creating a proposal to Belfast City Council informing the council committee about the proposes they wish to put forward and the reasons why. When deciding upon a proposal within the Zoo it is important to ensure that the method or techniques used are sustainable and that an improvement is shown within the organisation. The reason why this is so important is because the expenditure budget for Belfast Zoo is reasonably limited so that any proposal that the Belfast Zoo makes needs to be effective in bringing money into the organisation. One of the main aims of an organisation in the public sector such as Belfast Zoo is to provide a service to the general public and not to make a substantial profit from the incomes for customers. This as a result means that the Belfast Zoo need to manage their Human Resources extremely well in order to get the best results possible within their organisation.

Values & attitudes

From these two organisations it is noticeable that the Clandeboye Lodge Hotel has a high expenditure budget in its Human Resource department than the Belfast Zoo due to the influence of the type of sector. Within the Clandeboye Lodge Hotel the Human Resource manager (Heather Dunn) has direct contact with Pim Dalm the Proprietor/ General manager of the hotel during meetings to give her proposal to him in how the hotel requires a specific need. The Human Resource manager (Heather Dunn) and Pim Dalm the Proprietor/ General Manager can discuss the amount of the expenditure budget is needed and then the Human Resource manager (Heather Dunn) can begin to make changes throughout the hotel. In the case of the Belfast Zoo the public sector organisation, the Zoo manager would need to ask permission from the Belfast City Council Committee before any progress is made in making improvements due to the limited budget. As these requests have to go through a number of committees, this can take months or years. This illustrates that the Belfast Zoo has an indirect control over their expenditure budget whereas the Clandeboye Lodge Hotel has a direct approach between the manager and the Human Resource manager. The Belfast Zoo expenditure budget is more a set, controlled amount rather than the Clandeboye Lodge Hotel's expenditure budget which allows the Clandeboye Lodge Hotel to spend more money on necessary needs such as employing new staff and other types of necessary improvements that they would need in their organisation.

comparison

Staffing Structure-

In an organisation the way that the staffing structure is layout can have an affect on the type of decisions that are made in relations to Human Resource management and the way that the organisation is managed overall. A staff structure is usually set out in a hierarchy layout, with the most important people within the organisation at the top (e.g. Proprietor/General managers) who would make the final decisions of a proposal for example the expenditure budget for Human Resources management. The part/full time employees would be at the bottom (e.g. waiters/waitress or office cleaners). Within the staffing structures depending on the type of sector the organisation is part of will be affect in the way the decisions are met.

My first organisation that I am evaluating is the Clandeboye Lodge Hotel (Private Sector Organisation). The Clandeboye Lodge Hotel's staffing structure is very detailed and specifically looks at the top of the staff structure in relation to the type of managers and assistant managers that are available in their organisation (See Appendix Clandeboye Lodge Staff Structure). From the staff structure we can begin to see how well the Clandeboye Lodge Hotel is organised and managed within their hotel with the different type of managers and supervisors available to cover each department of the hotel. The Clandeboye Lodge Hotel staff structure is in a hierarchy format and places people in order of importance. Within the Clandeboye Lodge Hotel the person that who would be at the top of the hierarchy would be Pim Dalm the Proprietor/ General manager of the hotel. Pim Dalm would be the main person that would make all the final decision in relation to Human Resources, Sale director and Financial resources to ensure that the hotel maintains, sets and provides a good standard of service to their guests within the set financial budget.

The next group of people who would be second on the hierarchy would be the Human Resource manager (Heather Dunn), the Sales Director (Adrienne Hanna) and the Financial/ Accountant (Alec Craig). These three job descriptions would require specific skills and qualities in order to be successful in what they are doing. Within the hotel the Human Resource manager, Sale Director and Financial/ Accountant would all have a close relationship with Pim Dalm the Proprietor/ General manager of the hotel and attend meetings to discuss a number of issues regarding how to maintain and improve the hotel.

For example if the Heather Dunn the Human Resource manager of the Clandeboye Lodge Hotel would make evaluate on each department areas of the hotel in regards of such issues as staff training, motivation, performance and the discipline of the staff. Once Heather Dunn the Human Resource manager has done this she would then make a needs analysis of where improvements could be made in each of these sections around each department of the hotel. During the year within the hotel Pim Dalm, Proprietor/ General manager of the hotel would arrange a meeting with these three managers (Human Resource, Sales Director and Financial/ Accountants). This would be when Heather Dunn the Human Resource manager would make her suggestion to Pim Dalm and also the Sales Director and Financial/Accountant of areas where improvement could be made. Pim Dalm would refer to the Financial/Accountant to see how much the hotel need to spend in order to get the correct results and then would set an expenditure budget for the Human Resource manager (Heather Dunn) to work with. Once they have all come to an agreement of the type of methods and techniques that are going to be used in order to gain the best results the Clandeboye Lodge Hotel puts it into practise.

In between the second and third level of the Clandeboye Lodge Hotel's hierarchy staffing structure is the Deputy General Manager (Ian Smith). He would work alongside Pim Dalm as his assistant and would ensure that everything runs smoothly throughout the hotel.

On the third level of the Clandeboye Lodge Hotel Hierarchy is all the different types of managers and supervisors of the each department of the hotel. There are eight department managers and three supervisors roles in the Clandeboye Lodge Hotel. These people would be selected to a certain department in the hotel and would be in charge of providing a good quality of service to their guests and also ensuring that the part/full members of staff are doing their job well. During the course of the year each department manager would join the Human Resource manager, Sales Director, Financial/ Accountant and Pim Dalm Proprietor/ General Manager of the hotel to discuss the progress being made in their own department and what could be improved. This is were Heather Dunn, Human Resource manager would get to discuss the necessary type of requirements needed in each department. For example in restaurant or banqueting department may need more staff around the Christmas Holiday period, so advertisement and staff training would need to be put in place to ensure that the needs are met. The type of department managers and supervisors that are present in the Clandeboye Lodge are the following:

- Restaurant Manager and Restaurant Supervisor,
- Reservation Manager and Reception Supervisor,
- Conference and Banqueting Manager,
- Housekeeping Manager and Housekeeping Supervisor,
- Chef,
- Restaurant Head Chef,
- Banqueting Manager,
- Beverage Manager.

The staff structure of the Clandeboye Lodge Hotel is extremely efficient and pays great attention to detail in trying to ensure that their business is successful and maintains its standards throughout each department. A main internal influence that results in the Clandeboye Lodge Hotel being successful is the type of management skills and qualities that are presented by Pim Dalm the Proprietor/ General manager of the hotel and his resources staff, Human Resource manager (Heather Dunn), the Sales Director (Adrienne Hanna) and the Financial/ Accountant (Alec Craig) who also bring excellent skills and qualities to the hotel. Pim Dalm his totally changed Clandeboye Lodge Hotel as at present the reputation is good however in the past it was seen mostly. By providing a good standard of service to the customers this could bring repeat business to the hotel which could result increase the amount of income generated by the hotel allowing the Human Resource manager (Heather Dunn) to work with a much higher expenditure budget for improvements in the hotel to improve standards. It is important for the Clandeboye Lodge Hotel to make improvements and increase the standards of services in order to attract more customers and meet the aims of a private sector organisation which is to make a substantial profit.

internal influences

In an publicly owned organisation as Belfast Zoo there are two types of staff structure that

help maintain and look after the organisation overall. In the Belfast Zoo there are two types of staff structure that help to maintain and funded Belfast Zoo in the relation to Human Resource (See Appendix staffing structure). The first type of staffing structure that the Belfast Zoo organisation has is the staff who works within the Belfast Zoo. The person who looks and manages the Belfast Zoo on a daily basis is the Zoo manager. The Zoo Managers job is to ensure that the Zoo is maintained throughout the year and that the Zoo's main aims and objectives are met successfully. The type of main aims and objectives that the Belfast Zoo would need to be conservation education and achievement achieve they also need to ensure that their organisation provides for the needs and demands of the general public and to ensure that the maximum amount money is being generate. The zoo runs at a deficit each year of approx £151.5million this is provided by Bangor City Council. This means that money coming in does not cover all costs including human resources however these still must be paid for to meet aims and to ensure the correct care is provided for the animals.

staff structure
external finances

The staffing structure at Belfast Zoo is divided into three main sections on a small scale basis. These three sections are the educational section, business development section and the curators who are the people who look after the animals and maintaining the zoo. The educational section is ran by the Head of Education and Information Officer who would work alongside the Zoo Manage in arranging school educational visits for schools and for people from the zoo to take animals to different schools around the area to educate the children in protecting and conversation of animals. The Head of Education and Information Officer is assisted by an assistant Education Officer who would also help manage the educational side of the zoo by arranging bookings for schools visits to the zoo.

In the business development section there is a Business Development Officer that would be in control of analysing the Belfast Zoo and deciding on alterative methods and techniques that could be used in order to attract more visitors and gain more income This would make the zoo more cost effective for Belfast City Council. The Business Development Officer is assists by a Business Support Assistant who would also review the possible methods and techniques that would encourage improvement to the zoo. The Business Development Officer would be also in charge of a number of staff within the Belfast Zoo to ensure that they were doing their jobs well and efficiently. This would be one of the Business Development Officer job roles to help manage the roles of the Shop Manager, Shop Assistant (Seasonal), Marketing Student, Receptionists/telephonists and the Office Cleaners within the Belfast Zoo.

Within the Curators sections there is Zoo Keepers, Grounds Maintenance, Tractor Drivers and a Store Keeper. These people would be involved in the maintaining and looking after the protection of the animals on a daily basis at the Zoo. The Zoo Keepers are the main people who look after the animals of the zoo and would require special, specific qualifications to treat and care after the animals medically. The Grounds Maintenance, Tractor Drivers and a Store Keeper would be the people who would ensure that the image and appearance of the zoo is maintained for visitors coming to the zoo.

The staffing structure at the Belfast Zoo is hierarchical with 3 main strands and really is a

structure of the type of staff needed to ensure that the zoo is well looked after. At the Belfast Zoo the only three types of jobs that would help influence the development and improvement in relation to Human Resources would be the Zoo Manager, Business Development Officer and the Head of Education and Information. These three people would gather together during the year for a meeting and discuss the type of proposals that they wish to see introduced into the zoo in order to maintain/ increase standards and also to cut any unnecessary costs that the zoo doesn't require. Once the Zoo Manager, Business Development Officer and the Head of Education and Information have decided on a proposal that would influence development within the zoo they can't directly go through with the proposal straight away like the Clondeboyne Lodge Hotel would but they need to ask for the permission for the Belfast City Council for any proposal. This is one of the problems that a publicly owned organisation would have when dealing with any development proposals within their organisation.

The way that the Human Resources is managed within the Belfast Zoo is by the Belfast City Council who provide the zoo with an expenditure budget in order to make necessary improvement to their organisation. The Belfast City Council department would be the second staff structure that the Belfast Zoo would have in maintaining and funding the zoo in relation to Human Resource management. The Belfast City Council's staffing structure has higher responsibilities of management decisions than the Belfast Zoo's staffing Structure. The Belfast City Council would be the government council that the Belfast Zoo would refer to in presenting a new proposal and it would be the permission and funding from the Belfast City Council that would grant the new proposal.

The main person of the staffing structure of the Belfast City Council would be the Chief Executive Peter McNaney who would be in charge of the whole Belfast City Council and the publicly owned organisations and visitor attractions within the Belfast City district. The Chief Executive Peter McNaney would also need have different departments that would cover the each aspect that an organisation or visitor attraction would need. The Belfast City Council has seven departments that deal with the different aspects of the organisations and visitor attractions in the Belfast City District. The seven different departments that the Belfast City Council has are the following;

- Community and Recreation Department- Belfast Waterfront and Ulster Halls, Community and Leisure, Parks and Cemeteries Services.
- Corporate Services- Business Improvement, Facilities Management, Financial Services, Human Resources, Information Services Belfast (ISB) Internal Audit, Project and Corporate System.
- Development- Urban Development, Economic Initiatives.
- Health and Environmental Services- Building Control, Environmental Health, Waste Management, Cleansing Services.
- Legal Services- Contracts, Conveyancing, Legal Advice, Litigation.
- Chief Executives- Corporate Communications, Committee and Member and Services, Good Relations Unit, Corporate Policy Unit.
- Core Improvement Team- Corporate Policy Unit.

This is how Belfast Zoo manages its Human Resource through the department of Corporate Services. This is where the Belfast Zoo would need to issue their proposal of any new

developments in order to increase improvements in the zoo. The way in which a proposal would be discussed in the Belfast City Council is that there is a committee that would deal with the issues for example in Human Resources of the Belfast Zoo. The Zoo manager of Belfast Zoo would be apart of this committee and would be part of the decision making on what would happen at the zoo.

According to minutes available on Belfast City Council website Belfast City Council have been reviewing Belfast Zoo's staffing structure are using other zoo attractions in order to benchmark a number of issues including performance, marketing and business development. Belfast City Council has been benchmarking zoo's throughout the United Kingdom and the Republic of Ireland to see the type of standards that Belfast Zoo should be presenting to visitors and what type of methods and techniques are used in order to gain this benchmark. These benchmarking techniques were started in 2003 and ended in 2005 were a new staff structure was made in Belfast Zoo.

external
influence

The type of strategies that the Belfast City Council have introduced have reduce the cost in some departments and made more money to spend on Human Resources to improve the organisation. The type of strategies that the Belfast City Council have used to reduce costs in by re-structuring the staff structure at Belfast Zoo (Decided in 2005). This would be an internal influence of Belfast Zoo. The reason why they decided to re-structure the staff structure of Belfast Zoo is that in some cases there is no need for a certain job some that they could dispose of the job which may create more money for business development. Within the Belfast Zoo staffing structure if there was people missing from their position for a period of time the person could move and fill this position. For example Assistant Zoo Manager. This would provide assistance to the Zoo manager in financing and the complete overall management of the entire Belfast. The Assistant Zoo manager would deal with any problems if the Zoo manager was absent from the Zoo. As a result this means that the Belfast Zoo would be able to save money and invest it into the organisation. Overall this helps to cut down the deficit that Belfast City Council needs to pay to fund the zoo and increases the amount of marketing spend.

internal
influence

The type of Human Resource management that the Belfast Zoo are trying to encourage in relation to their staffing structure to ensure that the cost remains low is by introducing volunteers into the zoo to assist with the Educational Officers. This is one of the proposals that was made by the Belfast Zoo have put in place in order to provide a service for volunteers to be used to deliver the Education Outreach service during the period from September to Easter. The volunteer programme at the Belfast Zoo is to be developed by trying to encourage friends of the zoo and other stakeholders to take part in delivering some of their products. This would cut the cost of paying the employees and also could encourage educational visits to Belfast Zoo. In contrast the Clondeboy Lodge Hotel have to take on extra staff at different times of year due to seasonal demand e.g. Christmas time but they will all be paid staff that need to have required skills e.g. silver service skills.

Contrast
HR
management

The main comparison between the Clondeboy Lodge and the Belfast Zoo in regards to their

staffing structures and decision making in Human Resources is how both organisations get the permission to improve and maintain standards within their organisation. In the Clandeboye Lodge Hotels the staff structure is more compact and direct in dealing with Human Resource issues while the Belfast Zoo needs to discuss where the money is coming from in order to make these improvements to their organisation. The Clandeboye Lodge Hotels Human Resource manager Heather Dunn works with close partnership with Pim Dalm the Proprietor/ General Manager which means at times of meetings Heather Dunn (Human Resource manager) can suggest a proposal and it can be reviewed/ discussed immediately then be put into practise after referring to the Sales Director manager and Financial manager. This is made easier with the type of money being generated by the private sector organisation. The difference between the Clandeboye Lodge Hotel and the Belfast Zoo is that the zoo needs to send any proposals that they wish to make to Belfast City Council and then a committee would review and discuss whether to grant this proposal based on their budget. This decision making process could prove lengthy for the zoo due its complex organisational structure compared to the more simple and direct structure of the Clandeboye Lodge Hotel. ✓

When employing a new people to represent an organisation it is important that this person knows the different type of new legal legislation and can show knowledge and understanding of the legal legislation. Within the Clandeboye Lodge Hotel the type of legal legislation that a new employee must have common knowledge on of that can learn more about the legal legislation is the Employment Equality (Age) Regulations 2006 and also the Smoking Ban Policy on the 30th April 2007. It is important that a new employee understands these legal legislations because if not the standards within the image of the hotel could slip causing a number of problems. While at the Belfast Zoo the type of legal legislation that a new employee would need to gave good specific knowledge and understanding or can be trained in the legal legislations on would be the management and protection of the animals and how they should be treated. A major external influence for the zoo is that by law it must have a zoo license and they must obey the legal legislations around this. This means they need people who understand the requirements and have the skills to carry them out. It is important that both organisations know the different types of legal legislation for their organisation. If the new employees fail to have common knowledge on these different types of legal legislation could lead to both organisations having a poor, unattractive public image. ✓

external influence

Budget-

The Clandeboye Lodge Hotel is a successful privately owned business that main aims are to make a substantial profit and to provide the best quality of service to their guests. By providing good service to the guests that come to stay or use the facilities of the Clandeboye Lodge Hotel means that the organisation generates a high income which can be used by Pim Dalm Proprietor/General Manager and the Human Resource manager (Heather Dunn) in order to help maintain and improve standards of the hotel. Within the Clandeboye Lodge Hotel Pim Dalm Proprietor/General Manager and his department managers including Heather Dunn the Human Resource manager will receive an expenditure budget that would allow them to make these improvements e.g. advertisement for new staff or even modernizing the image of the hotel. The Clandeboye Lodge Hotel overall would spend approximately £2000 hundred pounds on advertisement for new employees in the local area within newspapers and the job centres. This can be easily achieved by the Clandeboye Lodge Hotel without any

major problems in the worry about the financial side of things. The reason why the Clandeboye Lodge Hotel has become successful is because of the external influence of the growth in the travel and tourism industry overall. Within Northern Ireland the tourism trade of people coming to visit and stay here was grown rapidly due to the cheap low cost airline flights from companies such as Easyjet and BMI. This has a positive influence on the Clandeboye Lodge Hotel as the hotel is accessible from nearby airports and good transport links. The tourism trade generates 1 million pounds (Source- Interview with Human Resource manager, Heather Dunn of Clandeboye Lodge Hotel) which means that the Clandeboye Lodge Hotel can benefit from this by providing a good quality of services to their guest and also by promoting an attractive positive image so that tourists would be interested in staying at their hotel. This would then therefore add to the expenditure budget of the Clandeboye Lodge Hotel and give the Human Resource manager Heather Dunn and Pim Dalm Proprietor/General Manager money to work with to improve standards of the hotel.

external influence

The type of external influences that the Belfast City Council would have on Belfast Zoo would be the type of demands and pressures that the public sector in order to make a substantial profit that would go into the organisation itself. The Belfast Zoo needs approximately 2.5 million pounds (Source- Educational Manager of Belfast Zoo) each year to keep the tourist attraction running for visitors to come and visit. This is quite a substantial amount of money for a publicly owned organisation. The zoo itself generates 1 million pounds each year from the income of entrance fees, catering facilities, the local shop and other donates from visitors. This means that the Belfast City Council would need to make up a deficit of 1.5 million pounds to ensure that the zoo remains open to visitors throughout the year. This as a result puts great pressure on the Zoo itself to make enough money to keep open and running but to also have enough money in the Human Resources department to make improvements. This was one of the reasons why the Belfast City Council committee decided to create a volunteer programme in the staffing structure to ensure a safe, cheap expenditure budget and also to help improve the cutting of the cost of staff. The type of methods and techniques that the Belfast City Councils Human Resource manager has used in order to increase the expenditure budget at the Belfast Zoo is my introducing fundraising and organising events. This as a result allows the Belfast Zoo to promote its main aims and objectives (Providing a good quality of service to the general public) and also to generate a substantial amount of money to maintain the quality of standards. Within the old Belfast Zoo staffing structure there was no one to market and to look after the management of the expenditure budget. This has been changed in the new structure. The marketing activities are all maintained by the Business Support Assistant of the Belfast Zoo. The marketing expenditure is currently part of the main zoo's expenditure budget and in between the year 2004- 2005 the zoo spent £25,570.00 on promotion and increasing awareness to members of the general public. All together is represents to approximately 1.2% of the total expenditure budget of Belfast Zoo with less capital expenditure charges. It was recognised by benchmarking other similar organisation that this was how and needed to be increased as it has been to 2%.

values & attitudes

From these two organisations there is a vast difference of the type of expenditure budget each organisation receives which has a result in the type of techniques that they use in their Human Resource management. The external and internal influences have an impact on the organisations expenditure budget. The Clandeboye Lodge Hotel has a reasonably high which allows the Human Resource Manager Heather Dunn to invest and make necessary

improvements to the hotel if need be while the Belfast Zoo would have a more limited budget meaning that the Belfast City Council would need to review their Human Resources well so that the Zoo would be able to make a profit that could be re-used to enhance the zoo's facilities. By the Zoo needing 2.5 million pounds to be able to run the organisation and only generating 1 million pounds from incomes, Belfast City Council need to pay a deficit of 1.5 million for the zoo in order to keep it running. The Zoo can not really effort to have weak Human Resources management if the zoo needs to make up that deficit of 1.5 million pounds. The Clandeboye Lodge Hotel being a privately owned organisation wouldn't have this problem of worrying about a deficit because the hotel generates a high repeat income and is able to manage its Human Resources with ease without going into debt. The external factor that the Clandeboye Lodge Hotel faces is the impact of new cheap low cost airlines allowing a higher fluctuation of tourists to come and stay at their organisation while the Belfast Zoo need to deal with the external pressures and demands of meeting the public's needs. This all has an effect of how much of the expenditure budget is allowed to be spent to try and maintain the quality of services.

The seasonality aspect could have an effect on the expenditure budget that both organisations would have. Seasonality is the fluctuation of tourists during the course of the year and there can be high flows of tourist which would mainly be in June- August period and there is the low flow period which is from November- March. With the seasonality at the high flow period means that both organisations would need to bring in or employee more staff to their organisation. The Clandeboye Lodge Hotel's high peak flow period would be during the summer and around the holidays e.g. Christmas. This means that Heather Dunn the Human Resource manager of the Clandeboye Lodge would need to employee more staff to deal with this pressure. In comparison the Belfast Zoo's main high peak flow period would be during the summer period where more tourists are likely to visit the zoo. This would be the type of pressure and demands that the general public would have on the zoo. Seeing that the zoo's expenditure budget is not a high as the Clandeboye Lodge Hotel's means that the Belfast Zoo would resort in bringing in volunteers to the zoo during the busy summer periods to cope with the pressures and demands of the public. The difference between the Clandeboye Lodge Hotel and Belfast Zoo would be that the Clandeboye Lodge Hotel would find it easier and more accessible to employ new employees due to the close relationship between the Human Resource manager (Heather Dunn) and Pim Dalm, Proprietor/ General manager of the hotel than the Belfast Zoo were funds are limited

Motivation-

Motivation is an important key factor that an organisation needs to maintain in order to receive the best quality of standards within the organisation from their internal staff. This would be part of the Human Resource manager's job to review possible techniques in motivating their staff so that good qualities of standards are produced throughout the organisation.

The type of motivational techniques that the Clandeboye Lodge Hotel would use to help motivate their staff would be to hold annual staff social events for all the staff in the hotel to enjoy and take part in. The type of social events that the Clandeboye Lodge Hotel would hold to motivate their internal staff would be such events as staff dinners that would be held within the hotel or weekend breaks to Newcastle or Portrush which they would organise different team building tasks and challenges. This overall would result in the internal staff of the Clandeboye Lodge Hotel having a greater team spirit and also make the working environment a more happier and pleasing atmosphere to work in. These would therefore increase the type of standard being produced within the hotel by the staff which would add to the customer's experience. Another way that the Clandeboye Lodge has introduced in motivating their staff is by providing them with basic training and helping to build their self-confidence in their job which allows them to become better within their job too. Once the new employees are confident in doing their job well then they are also able to multi-skill in all aspects across the departments. For example Banqueting waiters/ waitresses could develop other skills such as bar service and this could also be done in vice-a-versa. In the end this would reduce the Human Resources managers needs to employee new staff in that department. This would also mean that there would be money saved in advertising for new employees, training programmes and uniforms allowing Pim Dalm, Proprietor/ General manager of the hotel and Heather Dunn Human Resource manager more money to invest into the hotel.

Within the Belfast Zoo there is a noticeable lack of motivation techniques to encourage staff to do well. The Zoo Manager and the Human Resource department of the Belfast City Council don't have any type of motivational schemes to help motivate and improve the internal staffs will to work within the zoo. This ~~maybe~~ due to the limited expenditure budget and if the Belfast City Council decided to hold social events and motivating events for their staff because if they arranged social events for the staff of the Belfast Zoo this would cost them slightly more money where they don't really need to spend it. The staff at the zoo receive their motivation by the keen special interest that they would have for the rare animals at the zoo. This means that the staff of Belfast Zoo would be intrinsically motivated instead of by extrinsic methods such as social events. The Belfast Zoo have gained certain awards of high maintenance and are also highly regarded by peers and other organisations within Northern Ireland. The Belfast Zoo is currently ranked 4th by the Northern Ireland Tourist Board for the top ten visitor attractions in Northern Ireland. Again this would help motivate the staff of the zoo to do well within their job role.

A01

Overall these two organisations have different alternative methods and techniques in motivating their internal staff within the organisation. The Human Resource manager of the Clandeboye Lodge Hotel (Heather Dunn) invests money into a range of different alternative motivational schemes whilst the Belfast Zoo doesn't really need to motivate their staff seeing that they are intrinsically motivated by the enjoyment of working and looking after a wide range of different rare animals at the zoo. This would be a factor in the selection process for new jobs. Although it is important that the Clandeboye Lodge Hotel manage to be successful at providing good motivational schemes for their internal staff because if the staff are unhappy and not presenting a good standard of quality means that the standard within the hotel is likely to slip and the customers would be put off by the unattractive image and service.

A02

Human Resource Planning

As the Human Resource of the Clandeboye Lodge Hotel I would need to be able to produce a well detailed needs analysis to determine the quality of service presented in each department of the hotel. As part of a needs analysis I would need to be able to identify areas within the hotel where improvement could be made and decide upon a method/ technique on how to improve this issue. The type of methods/techniques that I could have used in order to correct or improve this area would be to research possible training schemes that would benefit the staff and also managers.

By completing a needs analysis of the hotel would also allow me to identify the type of skills each manager presents within their job role and also their weakness. If a manager within the hotel presented poor qualities in one aspect I would need to set in place training to improve this aspect. This would mean their qualities would be more effective in this area of the hotel.

A Needs Analysis-

A needs analysis can also be extremely effective in allowing me to identify the type of pressures and demands that seasonality would have on the hotel. At times through the year the hotel will feel the stress and pressure of the increasing amount of tourists wanting to stay within our organization. For example the time during the year where seasonality would have an impact on the hotel services would be around the high flow period of June- August. The housekeeping department would be busy changing and preparing rooms. This might be an area where more employees may be required in order to relieve the pressure off this department of the hotel. This would apply for the restaurant and banqueting departments as well during the course of the year. The seasonal influence would effect these departments around the Christmas holidays period where more people who attend the Clandeboye Lodge Hotel for company staff dinners and also over Christmas Day. This means as the Human Resource Manager I would need to put in place a technique that would help prevent this becoming a pressure on these departments. The type of necessary requirements/improvements that I could make would be to introduce new employees into these departments on a seasonal employment and provide them with basic training and uniform.

Another technique that I could make into the restaurant and banqueting departments (also the pub/bar department) would be to train each of these three departments to become experienced in multi-skill between departments. This would mean that the staff from each department could be trained how to manage other departments jobs. At times of high demanding pressure this would allow each department to cope with the pressure because there would be enough staff to cover this position. By influencing each department to become multi-skilled would mean that we wouldn't need to employ any new employees. This in return would save the hotel money from advertising, training and providing staff with uniforms. Overall that is the basic type of requirements that I would need to complete in order to gain a successful needs analysis.

Legal Legislations-

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The type of legal legislations that I as the Human Resource manager would need to consider when producing a detailed need analysis would be the Equal Pay Act of 1970, the Sex Discrimination Act of 1975 and the Working Time Regulations of 1998. As Human Resource manager it is vitally important that I have a clear good knowledge and understanding of each of this legal legislation Act's when I am reviewing each individual department of the hotel.

The Equal Pay Act of 1970 consist of the promotion of both males and females receiving the same opportunities to receive the equal amount of money for the type of job they do within the organisation. For example if there was two restaurants managers and one was male and the other was female. It would for the legal legislation that both these individuals would receive the same equal amount of money due to the Equal Pay Act of 1970.

As I would be reviewing the different departments for the needs analysis I would need to ensure that all the internal staff (male and females) in each department receive the correct amount of money.

This would also fall under the Sex Discrimination Act of 1975. This legal legislation act promotes the equal amount of opportunities between males and females within the workplace. Within the hotel if I noticed a female or male exceeding within their job then they would receive appraisal from the Proprietor/General Manager Pim Dalm and myself the Human Resource manager. This could well therefore mean promotion, bonus for the work rate presented by the male or female within the hotel.

Finally the Working Time Regulations of 1998 comes into play when I would employ a new member of staff into any department of the hotel. The Working Time Regulations of 1998 prevents people within an organisation to be asked to work over a certain number of hours on a daily or weekly basis. The maximum hours that an employee is entitled to work for on a weekly basis is 48 hours with each seven-day period including overtime. As part of my role as Human Resource manager before I or Pim Dalm Proprietor/General manager employees someone to work within our hotel we would need to take a number of issues into consideration. Firstly the age of the candidate and secondly the amount of hours maximum they can work for. Once this is dealt with and all aspects had been covered by both Pim Dalm Proprietor/ General Manager and myself (Human Resource) we would issue the candidate with a contract which be signed. It would be important for me the Human Resource manager to keep detailed accurate records of all the employees contracts to ensure no one would work over their entitled amount of hours.

*issues related
to planning
recruitment.*

Recruitment and Selection-(Growth, Change of Job and Social needs)-

When recruiting and selecting new employees into an organisation such as the Clandeboyne

Lodge Hotel it is vitally important to ensure each new employee receives basic training. The reason why it is essential to provide new employees with basic training is because it gives them more self-confidence in themselves which also would add to the type of service being served to the visitors. It is so important that high standards are maintained throughout the hotel.

While producing a needs analysis it allows me as the Human Resource manager to identify areas and gain knowledge of if there is any job roles spaces empty and free for any new employment. The reasons for the empty job role area can be a cause of three issues. There are the influences of the growth of the organisation, changing job roles within the organisation and social needs such as resignation, retirement, disciplinary dismissal or planning a family (expecting a child).

The growth of the organisation due to an expanding successful business would mean that as the Human Resource manager I would need to recruit and train new employees to work in each department to meet the standards of the high fluctuation of visitors. Seeing that there was a growth within the Clandeboye Lodge Hotel would mean that as the Human Resource manager I would also need to promote advertisement to the surrounding nearby areas to actually recruit the people to the hotel as potential employees. This all would cost money to do so and I would need to refer and review with Pim Dalm Proprietor/General manager and Financial resources accountant Alec Craig to see how much of the expenditure budget we can spend on recruiting new staff.

Changing job roles would be selecting someone within the hotel who presented the correct skills and qualities to be able to do another job even potentially better than the original or past employee did. This would be noticed as I would be reviewing the needs analysis of the hotel. This is recruitment done internally in the hotel. The reason why there could be changing job roles within any organisation can be for the reason of social needs from an employee. These social needs would be people within the hotel deciding to take early retirement, resignation and moving to a different job or for females leaving work when expecting a child.

As Human Resource manager I would need to consider each of these influences that effect that recruitment selection process. For example when I would new reviewing the needs analysis a specific need could be to fill a managerial role due to someone within the retiring. I would use the same method of advertising for a new manager but would need to see specific experienced candidates applying to be recruited into the hotel.

Legal Legislations-

In the recruitment and selection process the type of legal legislation act's that I, the Human Resource manager would need to consider would be the Race Relations Act of 1976, the

Employment Equality (Age) Regulations 2006 and the Sex Discrimination Act 1975. Again as the Human Resource manager it is important that I have good knowledge and understanding of each of these legal legislation in regards with recruitment and the selection process.

The way in which the Race Relations Act of 1976 who could into play would be that when employing someone of a different ethnic background it is important that myself (Human Resource manager) and the rest of the interview panel e.g. Pim Dalm Proprietor/General manager would give the candidate the same equal opportunities. In this legal Legislation there are two main areas that I as the Human Resource manager would need to have knowledge on. The two areas/ approaches that I would need to understand about the legal legislation of Race Relation Act of 1976 is the direct and indirect of the discrimination.

The direct side of the discrimination that I would need to understand would be that usually the employer trend to treat someone of a ethnic background differently when they apply to work within their organisation. This means that a candidate has applied for a job within the Clandeboye Lodge Hotel would mean that as Human Resource manager I would need to be able to be a professional and basically forget about the ethnic background that the equal opportunities. If a candidate who is from an ethnic background has the correct skills and qualities for the job than any other candidate then I would be able to give this job to the candidate with ethnic background.

The second discrimination side to the Race Relation Act of 1976 is the indirect discrimination. Sometimes in the indirect side of the Race Relations Act of 1976 discrimination against people with an ethic background can be unintentionally due to the necessary requirements needed for the job role and type of organisation. Within the Clandeboye Lodge Hotel we are open to any person whether they are from a ethnic background or not. If the candidate presents strong good personal qualities and skills this means that this candidate would be a potential employee to recruit into the hotel. This would also allow standards of service to be maintained if we recruit exceptionally good candidate to manage a job role within our organisation.

When recruiting and selecting a new employee to be part of the Clandeboye Lodge Hotel it is important that as the Human Resource manager that I give the equal amount of attention and same amount of opportunity levels to all ages applying for the job available. The legal legislation that set to prevent this from happening is the Employment Equality (Age) Regulations 2006. This legal legislation has been put in place to allow people of all ages especially people over a certain age to receive the same opportunities as a younger candidate would have when applying for a job. As my role of Human Resource manager of the Clandeboye Lodge Hotel would mean that when reviewing the completed application forms for recruiting someone I wouldn't be able to decide that seeing someone is a certain age not to employ them for the reason of being much older. Usually some organisations recruit younger employees as they are more efficient, cheap and easier to train and pay.

The way that the Sex Discrimination Act of 1975 has an impact on the recruitment and selection process is by once the application forms have been handed in it will allow me to see me number of females and males that have applied for the job. The Sex Discrimination Act of 1975 prevents organisations from only allowing certain jobs for one type of sex (male or

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female positions). This means that I, the Human Resource manager I would need to ensure that all males or females has better personal qualities and skills than another male or female candidate it would mean that head of Human Resources I would need to choose the correct candidate for the job.

Documentation used in recruitment and selection Process-

As Human Resource manager of the Clandeboye Lodge Hotel I would need to review the whole of the Clandeboye Lodge Hotel's staff structure and identify if there are any job vacancies unfilled and opened for people to apply for. As part of my role as Human Resource manager I would need to be able to produce supporting documentation evidence of the type of personal skill and qualities that are needed for the job role.

The type of specific supporting documentation that I would need to produce in order to recruit someone into the Clandeboye Lodge Hotel are a job description, a person or job specification and finally a job advertisement of the type of job available. Depending on the type of job that is available within the Clandeboye Lodge would also determine whether a psychometric testing or a aptitude test is necessary (e.g. Ability tests, personality tests and motivation questionnaires). I am in the position to evaluate the type of stages I would take and the documentation techniques that I would use to recruit an employee into the Clandeboye Lodge Hotel.

Job Descriptions:

When writing up a job description it is important that I include a complete detailed job description of what the job position requires from the potential employees. For example if the Clandeboye Lodge Hotel advertised for the position of a new banqueting manager then I would need to write a brief description of what it takes to become a successful banqueting manager. The type of points that I would introduce into the job description advertisement would be such information as the daily progress of banqueting manager would need to do and also the number of hours. So that the candidate knows and understands the job role and that the potential employee wouldn't be break the Working Time Regulations Act of 1998.

Below the completed, detailed job description of the that's available within the Clandeboye Lodge Hotel I would then need to inform the potential employee of the main objectives of the job, the type of duties needed done (on a day to day basis of the management) and the type of responsibilities for the job role available e.g. banqueting manager.

*Documentation
issue for
HR recruitment*

Main Overall Objectives of the Job:

Within this section of the job description my job as Human Resource manager is to list the appropriate, necessary requirements needed for the position. The way in which I would gain from this vital information would have been through the needs analysis as I would highlight

the type of requirements each employee needs to have for this position.

For example a banqueting manager position. The type of main requirements that they should express within their job role would be the following:

- Providing a high standard of service to each guest,
- Ensuring that all necessary arrangements are finalized,
- To manage the staff well in completing their own roles,
- A speech man /women in introducing the different type of events being held,
- Supervise the staff,

These are the type of main key objective that I would need to add into the job description. The needs analysis again is a useful source in allowing me the Human Resource manager to gain the type of main requirement needed for a job role such as the banqueting manager.

The Type of Duties need (On a day to day basis of the management):

The type of duties that I would include within a job description would be the necessary requirements that the job role would require to done correctly and successfully. This would give the potential candidate an overview of what is expected from them. Again the needs analysis would help me notice the different duties required of a certain job role. For example the banqueting manager the type of duties would be already displayed in the main objectives required. Although the banqueting manager would also need to complete the following duties:

- Communication with varies departments regarding the function e.g. Kitchen, Bar and Function porter departments,
- Ensure smooth running of the event,
- Liaises with Hotel Event management/Function organiser regarding define detail of room layout, menu, special requirements and itinerary of the function e.g. guests arriving and guest sitting down to eat,
- Checking function bills at the end of the evening- Final numbers to be changed and extras regarding the function e.g. the bill regarding the use of the hotel equipment.
- Ensure an excellent Customer Service is presented throughout the regular training staff,
- Spot checks of the function room to ensure maintenance is maintained e.g. Wear and tear,
- Long term- Regular stock take of crockery and cutlery every 3 months

*issues related
to implementation*

- Work to the department budget- Promote multi skilled employees,
- Seek feedback from past functions by a follow up call.

By stating the type of daily duties that are required from a potential employee also allows them to be able to entail what experience is needed within the job role and to see if they are capable in completing the duties.

Responsibilities for the job:

As a Human Resource manager it's important that the new/ potential employee knows the type responsibilities there are with the job role they have applied for. There are 3 key terms that are used in order to identify the type of responsibilities that a candidate would need to have knowledge about. The 3 types of responsibilities that I would need to highlight to a potential candidate would be the following:

- Line of Responsibility:

This describes the type of relationship the new employee would have with other members of staff above and below him in regards to the position the employee.

- Line of Accountability:

The line of accountability explains who the new employee should must report to if any inquires and the type of people who would report to then if they were in a managerial.

- Span of Control:

If the job application is for a managerial role within the Clandeboye Lodge Hotel a span of control would identify the number of staff that the new employee would be responsibilities. For example Banqueting manager- part/full employees in the banqueting department.

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Qualifications Required for Job Description:

Within the job description I will provide a necessary requirement list of qualifications and also desirable qualifications needed to be able to work within the Clandeboye Lodge Hotel. The type of qualifications differs to the type of job description. Within the Clandeboye Lodge myself and Pim Dalm Proprietor/General Manager of the hotel would be observing each application form and wanting to employee someone who could bring potential to the

Clandeboyne Lodge Hotel which therefore could improve their standards overall.

When I am preparing a job description for a potential employee all this necessary topics need to be sent to the employee. As my role as Human Resource manager this would mean that I would need to provide the candidate with detailed information on the actual job description, the main objectives of the job, the type of duties and finally responsibilities requires. Additional information would be given to the employee by me in relation to training, terms and conditions plus information of pay.

This all would be the type of documentation that I would need to complete in being able to recruit the correct candidate from the selection position within the Clandeboyne Lodge Hotel.

Legal Legislations-

For each of these topics (the main objectives of the job, the type of duties, the type of responsibilities and qualifications required) the type of legal legislation that I would need to consider whilst completing a job description would be the Race Relation Act of 1976, the Equal Pay Act 1970 and the Sex Discrimination Act of 1975. These three legal legislation acts would have an influence in the way that I would be able to manage them as Human Resource manager. I would firstly need to understand and have background knowledge on each of the three legal legislations and need to also ensure that none of these legal legislations are broken in the process of issuing the job description.

A Personal or Job Specification-

Within the Clandeboyne Lodge Hotel there are a number of job roles that require a person to have specific job qualities and skills to be able to apply for the job role within the hotel. Within the job description advertisement the I would produce I would explain in detail what the job entails and the type of specific requirements that the candidate would need to be able to become an employee of the Clandeboyne Lodge Hotel. The type of specific information that I would add within the job description would be the educational background, training, qualifications, experience and competencies of which the candidate would require in order to

be able to complete the job well and to meet the standards needed for the Clandeboye Lodge Hotel. The purposes of a personal specification is to allow possible candidates to review the job description and determine whether they have the necessary specific requirements needed for the job role. A personal specification also provides myself with the correct criteria need for the job role when it comes to an interview situation of selecting the correct person for the job role within the hotel.

Legal Legislations-

The type of legal legislation that would be needed considered within a personal job specification would be the important of ensuring that the Race Relation Act of 1976 and the Sex Discrimination Act of 1975 are understood well that because of the type of ethnic background or sex the person is wouldn't effect their chances of employment within the hotel.

Job a Advertisement-

The next stage of the recruitment and selection process that I would need to complete as Human Resource manager is completing a job advertisement that would draw possible candidates into applying for the unfilled position within the Clandeboye Lodge Hotel. The main function of a job advertisement is to attract potential candidate with the correct specific qualities and skills to do well within the job. As the Clandeboye Lodge Hotel is already a successful hotel more people who be interested in applying for a job within this growing successful company. The way in which I would manage the job advertisement would be by firstly referring to Pim Dalm Proprietor/ General manager of the hotel and the financial manager also to make the final decision whether to advertise or not due to the expenditure budget or other alterative ways to deal with the unfilled position. Once the decision has been made to advertise would mean that I would need to draw up a detailed job description with the necessary requirements. In advertising for new employees to the Clandeboye Lodge Hotel the type of sources that we would use to promote the job advertisement would be in the local newspaper and in job centres in the nearby area in order to attract a local person into the hotel (E.g. Bangor Spectator/ Belfast Telegraph). This would be mainly for part time employees. When advertising for managerial role within the hotel as the Human Resource manager I would need to widen the catchments area in order to attract the correct people.

It is important to get advertising correct without losing out in any money spent by the hotel. Pim Dalm Proprietor/ General manager of the hotel would set a budget of the amount of money needed for advertising and as the Human Resource manager I would need to work with this budget in getting the correct results. The Clandeboye Lodge Hotel overall would spend £2,000 pounds on job advertisement within a two or three month period. There are a number of key parts of information that I need to include into the job advertisements. These are the following:

Name and details of the hotel (the main aims and objectives of what the Clandeboye Lodge Hotel does and the standards they expect from employees),

Job and Duties (The type of job available within the Clandeboye Lodge Hotel),

Competency profile (Essential Qualities e.g. certain skills, experience or training that are required for the job role),

✓
issues related to implementation

Salary Details of the job role,

Details of how to apply (In the details of how to apply it will note how the candidate should enquire into the job. This could mean to telephone the hotel to ask me (Human Resource manager) for an application form, apply by sending a copy of their Curriculum Vitae (CV) or either to complete an application form online.

Legal Legislation-

The type of legal legislation that I would need to ensure when advertising the job description is to ensure that the job description is available and aimed at all age groups so that the Employment Equality (Age) Regulations Act of 2006 is met. The other types of legal legislation that would be needed within the job advertisement in regards to the salary details is the Equal Pay Act of 1970. As Human Resource manager I could need to ensure that on the job description the salary details are clear for each certain age groups. For example the amount of money the under 18's would receive per hour and the minimum rate that over 18's would receive per hour. It is important the this two legal legislations are made clear to myself and the possible candidates when applying for an application form for employment in the Clandeboye Lodge Hotel.

Short listed-

The final proceed that as the Human Resource manager that I would need to make when recruiting and selecting new employees into the hotel would be to arrange a meeting with Pim Dalm Proprietor/ General manager of the hotel and with either or the Head of the Department where the job placement needs filled or the Deputy General Manger if the job was a managerial role. The reason why a meeting would be arranged would be to discuss the selection of the potential employees for the correct people for the job available in the hotel. Each of these people including myself would begin to review and analysis each application form that was been filled in by interested candidates looking for a job within the hotel. Once we all have reviewed and analysed each application form then we would be in the position to

select a number of candidates that would be suitable for the job placement. The type of people that we would be interested in would need to have specific experience skills and qualities in relation to the job that is available and that they show a keen interest in this job. The potential candidates that we have short listed would receive a letter of confirmation that they would be asked to come to the hotel and be interviewed for the job role. As Human Resource manager I would be in charge of sending the potential candidates confirmation letters telling them that they have been short listed for the job available.

Legal Legislation-

When arranging a meeting with Pim Dalm Proprietor/ General manager of the hotel either or the Head of the Department where the job placement needs filled or the Deputy General Manger and myself we all firstly need to have knowledge and understanding of the type of legal legislation acts that could have an influence on our decisions. The type of legal legislation acts that would be affected during this selection precede would be the Race Relation Act 1976, the Sex Discrimination Act 1975 and the Employment Equality (Age) Regulations 2006. If a potential candidate is a different ethnic race, different sex or different age (Either younger or older) doesn't mean that there should not receive the same equal opportunities that everyone else would receive just because of any of those reasons. This means that Pim Dalm Proprietor/ General manager of the hotel either or the Head of the Department where the job placement needs filled or the Deputy General Manger and myself need to review and analysis each job application fairly in order to sustain equal opportunities to each person that has applied for the job available.

Human Resources- Conducting a Needs Analysis:

As a Human Resource manager job role it is important that a detailed, effective needs analysis is completed throughout each department in the organisation. By completing detailed, effective needs analysis within the organisation would allow the Human Resource manager to determine the type of skills and qualities that all their internal staff possess and the type of training needs analysis needs done to help improve the skills and qualities of internal staff. This would lead to an investment in internal and external training schemes to help improve the internal staff of the organisation skills and qualities. Therefore also increasing the service of standards set within the organisation.

Within the Clandeboy Lodge Hotel this would mean that if I were the Human Resource manager I would need to complete a detailed needs analysis on each department of the hotel including the part/ full time staff, the supervisors for each department and finally the managers of each department also. When completing a detailed need analysis of each department of the Clandeboy Lodge Hotel as a Human Resource manager it would be part of my job to evaluate each employee's tasks they complete within the hotel, resources they use and the skills and qualities they present. When evaluating the performance of the internal staff and the room for improvement as Human Resource manager I could invest money in training schemes to help improve their personal skills and qualities. For example hold a staff training day on customer service.

I am now going to complete a detailed, effective needs analysis of each department of the Clandeboy Lodge Hotel. I will identify the type of tasks completed within the hotel, resources they use and the skills and qualities they present by the general manager, the deputy general manager, all the managers in each department and also the supervisors available in each department of the hotel.

**Proprietor/General Manager-
Tasks-**

*Needs
analysis based
on Clandeboye Lodge
Hotel staff*

The type of tasks that the Proprietor/General Manager (Pim Dalm) of the Clandeboye Lodge Hotel would need to complete on a daily basis would be the following:

To manage each department within the hotel to ensure that they are exceeding their needs in meeting the guests expectations of the service they receive,
To maximize profits within the hotel and within each department,
Responsible for the management of each department and needs to ensure each department runs smoothly,
Maintain, manage the cost and quality of standards within the hotel,
Develop and retaining employees within each department of the hotel,
Meet the needs of the external guests,
Ensure that all departments are profitable and that there is strong, good communications between each of the departments,
To help market and promote the hotel well in a positive professional manner,
Meet with departments and Head of Resources to liaise in the type of proposals that would be like done within the Hotel to increase standards in a certain department,
Motivate internal staff within the organisation,
Ensure that the maintenance of the hotel is maintain in each department e.g. No wear and tear,
Communication between guests and employees,
To give feedback to manager and employees within the hotel

Resources Used-

The type of resources that the Proprietor/General Manager (Pim Dalm) of the Clandeboye Lodge Hotel would use would be telephone, fax machine and computer to complete assignments and also the use of the internet to E-mail employees and companies when necessary.

Personal Skills and Qualities required for the Job-

The type of personal skills and qualities that a Proprietor/General Manager (Pim Dalm) of the Clandeboye Lodge Hotel should be able to present is the following:

1 Qualifications-

Education/experience- 4 years at College degree or previous experience in the hotel hospitality needed, Certification and/or License Requirement: Alcohol awareness certification. Maths and English qualifications also required at a high standard.

Skills and Qualities:

Strong leadership skills.

Strong verbal and written communication skills.

Needs to pay attention to detail.

Planning and organizing skills for different events throughout each department

Customer Service skills.

Computer skills

Money financial skills,

Good communication skills

Knowledge and understanding of the legal legislations of the hotel

Deputy General Manger-

Tasks-

The type of tasks that a Deputy General Manager would need to do on a daily basis within the Clandeboye Lodge Hotel would be the following tasks;

To have a close strong relationship with reporting back to the General Manager with any necessary information,

Work alongside the General Manager to help manage each department in the hotel e.g. Beverage Departments,

Ensure that standards are maintained throughout the hotel in each department e.g. Within staff and the standard of service they present to the guests,

To maximum profits, standards and ensuring that the highest standards are present to guests at all times,

To help develop the skills of the internal staff to become high skilled professionals in presenting a high standard of service to guests,

To be able to work with the expenditure budget of the hotel successfully in being able to achieve the best results,

To be able to promote the image of the hotel well to maximise the amount of income generated by guests,

To be able to present strong management skills within the hotel,

To communicate well with other department managers and General Manager to discuss certain topics e.g. Improvements need made within the hotel.

Tools Used-

In the Clandeboye Lodge Hotel would be the necessary resources such as the use of the telephone to call any guest that have made reservations within the hotel, fax machine to inform departments about the arrangements of staff meetings. The Deputy General Manager would use the computer systems which has a varies specialist software. The Deputy General Manager would also use the internet and E-mail to research possible techniques that the hotel could to improve their standards within the hotel.

Personal Skills and Qualities required for the Job-

Being able to have a high standard of communication skills between each department within the hotel,

High Management skills in order to assist the General manager within the hotel,

Good decision making skills in order to make necessary improvements for the hotel,

Strong financial and sale skills to ensure that the hotel's expenditure budget is well managed,
Leadership qualities to be able to take control if the General is absent,
Being able to come up with necessary improvements,
Good team building skills to create good relations between each department,
The desire and imagination to maintain high standards within the hotel.

Chef-

Tasks-

The type of tasks that the Chef of the Clandeboye Lodge Hotel would need to do on a daily basis would be:

Ensure that there is a high standard of cleanliness presented within the kitchen,
Ensure that equipment and materials are used efficiently and used in the correct manner and if any problems report them immediately,
Ensure that all employees within the kitchen work efficiently and work in a friendly work environment,
Maintain and ensure a security check of the stock area at all times,
Ensure that all health, safety, hygiene and licensing policies and procedures,
To be able to produce a high standard of food within the kitchen from other chef's
To ensure that time keeping is kept within their department to provide good standards to the guests,
Have good communication and relationship between other department managers E.g. Banqueting and Restaurant managers

Tools Used-

The type of tools that are generally used within the kitchen would be the necessary general equipment used for preparing and cooking the meals within the restaurant and banqueting departments. The type of equipment within the kitchen would range from such equipment as cutting knives to more specific equipment such as cookers and food mixers.

Personal Skills and Qualities required for the Job-

The type of skills required to be a successful would be the following:

Need to be creative, have a keen interest and have a natural flair in being able to cook,
Management skills in being able to have responsibility to manage a team of chef's within the kitchen,
Good strong leadership skills to get the correct results from the other chef's within the kitchen,
To be able to motivate and recruit staff to do well,
Organisational skills in being organized to plan rotas, collect deliveries and ensure ingredients are stored well. Also to be able to plan menus,

Time keeping skills to be able to meet and ensure dishes being presented to guest run on time,
Financial skills, being able to work with the expenditure budget that the department receives,
To be have imagination to create new dishes for guests,
Good communication skills and being able to cope under pressure,
Hard-working and being able to mutli-task jobs within the kitchen with confidence,
Have Knowledge and understanding of the legal legislations within their department.

Educational-

To do a full-time course at a college or to be part of a professional cooking school,
Been at the bottom of the stage of the kitchen and when working develop your skills and
climb your way up the ladder,
On the job training with a number of days at college

www.caterer.com/Content/CareerAdvice/BecomingAChef.html#WhatSkillsDoINeed.

Managers (Restaurant, Reservation, Conference and Banqueting, Housekeeping and Banqueting manager)-

Tasks-

Communication with various departments regarding the function e.g. Kitchen, Bar and Function porter departments,

Ensure smooth running of the event

Liaises with Hotel Event management/Function organiser regarding detail of room layout, menu, special requirements and itinerary of the function e.g. guests arriving and guest sitting down to eat,

Checking function bills at the end of the evening- Final numbers to be changed and extras regarding the function e.g. the bill regarding the use of the hotel equipment.

Ensure an excellent Customer Service is presented throughout the regular training staff,

Spot checks of the function room to ensure maintenance is maintained e.g. Wear and tear,

Long term- Regular stock take of crockery and cutlery every 3 months

Work to the department budget- Promote multi skilled employees,

Seek feedback from past functions by a follow up call.

Tools Used-

The type of tools that the managers (Restaurant, Reservation, Conference and Banqueting, Housekeeping and Banqueting manager) would use within the Clondeboy Lodge Hotel would be telephone, fax machine and computer to complete bookings and reservations and also the use of the internet to E-mail employees and companies when necessary.

Personal Skills and Qualities required for the Job-

Being able to have the desire to do things well to a certain standard,
Good communication skills which means being able to communicate with others in different departments,
Organisational skills to be able to organise staff rotas and to present themselves well in front of guests,
Confident in speaking to guests and people within the hotel,
Leadership qualities in telling the internal staff what needs done,
Motivation skills to motivate staff well to provide their guests the highest standards,
Hard working in providing guests with a high standard of service and for guests to have an enjoyable experience,
To pay attention to detail of the facilities around the hotel e.g. no wear and tear,
Knowledge and understanding of the legal legislations

Supervisors (Restaurant, Reception, Housekeeping, Banqueting and Bar Supervisors)-

Tasks-

The type of tasks that a supervisor would need to do on a daily basis throughout each department of the Clandeboy Lodge Hotel would be the following:
To take Responsibility for the effective leadership of the bar staff when the Manager isn't present and to ensure excellent service is maintain,
Promote and contribute a friendly work environment and ensure that all staff are treated well,
To ensure that all they fully understand all the procedures of he hotel and that a good quality of standards is maintained,
To be able to take responsibility in ordering and monitoring a stock take for the department
Ensure that all staff receive the correct appropriate training needed for the department within the hotel to ensure the Clandeboy Lodge Hotel standards,
To have effective communication and relationship with other departments within the hotel in order to company standards,
To ensure that all equipment and fixtures of the area within the department is maintained well,
Ensure that the department that they working in a safe environment with having knowledge on the health, safety, fire, hygiene and security legal legislations of the hotel,
Licensing laws within the hotel.
Hygiene standards maintained.

Tools Used-

The type of tools that the supervisors (Restaurant, Reception, Housekeeping, Banqueting and Bar Supervisors) would use within the Clandeboy Lodge Hotel would be telephone, fax machine and computer to complete assignments and also the use of the internet to E-mail employees and companies when necessary. Useful if the supervisor needs to gain feedback or

make last minute bookings from guests or companies wanting to use the hotels facilities. The Supervisors of each department would also the tills within the hotel when necessary.

Personal Skills and Qualities required for the Job-

To be able to have good communication skills between staff and each department,
Strong organisation skills to be able to assist the manager of the department,
Hard working/ leadership skills to able to assist the manager of the department to get the correct results in maintaining standards of the hotel,
Confident in being able to take over if the manager is absent,
Motivation skills to motivate staff within department,
Have good attention to detail within their department,
Good knowledge and understanding of the daily routine and legal legislations

Human Resource Management-

At the present time the Clandeboyne Lodge Hotel is a respectable successful hotel that holds a 4 star rating for the type of quality of standard that has been presented their guests. Although the Clandeboyne Lodge Hotel presents a high standard of service to their guest who are attracted to this particular hotel I believe that the Clandeboyne Lodge Hotel could offer a lot more to their guests and maybe even turn from a 4 star hotel to a 5 star hotel with minor changes been made to increase guests expectations.

As the Human Resource manager of the Clandeboyne Lodge Hotel it would part of my job to decided what type of improvements could be made to the hotel in order to hep increase the standards of service that the guests receive and also to raise the overall standards of the hotel. As completing an internal overview of the type of skills and qualities that the staff of each departments of the hotel has allows me to identify the type of specific requirements I would need to raise the level of standard within the hotel.

Once after completing an a efficient overview look of each department of the hotel I was able to been to start the needs analysis of what would be required in order to raise the standards within the hotel. Within the Clandeboyne Lodge Hotel we have just recently opened a leisure recreation which will offer a number of activities such as swimming, keeping fit in a gym or just taking time to relax in a health spa for guest and gym members.

By providing a leisure recreational department on to the Clandeboyne Lodge Hotel would cost a sustainable amount of money in order to equip and build the building. Although if the Clandeboyne Lodge had a great amount of money within the expenditure budget would mean that they would be able to go through with the plans in constructing a leisure and recreational facility straight away. As Human Resource manager it would be part of my job to put forward this proposal to Pim Dalm Proprietor/ General manager to see if this development could take place. Once Pim Dalm has reviewed the proposal and has ensured that we can go through with the proposal means that I can begin to recruit and select by producing a job advertisement, job description and person specification to new employees to work within the leisure and recreation facility.

The type of job that I am going to recruit and select by producing a completed job advertisement, job description and person specification would be a full time fitness instructor who will be part of the leisure and recreation facility.

Recruit and selection-

Needs Analysis,

Identify the job,

Job description,

A Person Job Specification,

Job Advertisement (Identifying Brief details, Job and duties, essential qualities, salary details and details of how to apply),

Place advertisement in local newspaper, job centre, internet site or internally within in the

hotel (for staff),
Shortlist,
Call up the potential candidates for interview
Interview

Clandeboyne Lodge Hotel

Interested being part of the Clandeboyne Lodge Hotel???

The Clandeboyne Lodge Hotel is currently a 4 star hotel that maintains and provides



a high standard of service to all our guests throughout their stay within our hotel. Recently the Clandeboyne Lodge Hotel have extended their hotel by building a leisure and recreation extension to meet the leisure needs of their guests when staying within the hotel. The leisure recreation

facility provides the guests with a medium sized swimming pool, a fully equipped gym with modern machines and also provides that guests with a health spa treatment area in order for the guests to relax at their stay at the Clandeboyne Lodge Hotel.

Fitness Instructors job details-

The Clandeboyne Lodge Hotel we are looking to employ a new full time employment placement for a fitness instructor to help run and assist guests within our new modern gym. The type of necessary jobs and duties that a full time fitness instructor would be employed to do on a daily basis would be

- To ensure that assistance for guests using the modern machinery,
- Maintenance within the gym is maintained to a high standard,
- Safety to our guests at all times,
- Have experience in training and teaching an exercise class (E.g. circuit/spin cycling class to an aerobics class),
- A personal trainer for guests and outside members of the gym,
- Keep a detailed record of the progress of gym members aims and objectives,
- To take bookings and reservations for guests and members from outside the hotel (E.g. fitness classes).

Qualifications-

- Studied GCSEs, A level, national or higher national awards (physical education, sport sciences, or leisure and recreation)
- Senior managerial role of the fitness instructor Foundation degrees, HNCs/HNDs, degrees and postgraduate qualifications in subjects as exercise science, sport science, and health and fitness management.
- A fitness instructor study special qualifications such as NVQ/SVQ Level 2 or 3 in Instructing Exercise,
- Fitness and a personal trainer would need the minimum NVQ/SVQ Level 3 to join the National Register of Personal Trainers.

Salary Details-

Fitness instructor with a yearly salary and usually full-time instructors work around 40 hours a week, with the candidate receiving £12,000 a year for new employees and around £25,000 to £29,000 per year for a managerial role.

Apply Details

Clandeboyne Lodge Hotel 10 Estate Road, Clandeboyne, Bangor, Co. Down, BT19 1UR, Northern Ireland **Tel:** +44 (0)28 9185 2500

A02
Advertisement

Clandeboyne Lodge Hotel

Job Description: Fitness Instructor

We are looking for a suitable fitness instructor that would be able to work within the gym teaching and assisting guests and members with the use of the gym and providing a range of different classes such as aerobics etc to them. The Clandeboyne Lodge Hotel are specifically looking for well experienced candidates over the age of 18 who have had great experience in the management aspect of the leisure and recreational industry.

The main overall aims and objectives that we would like to expect from a fitness instructor are to be able to present a professional image within the work place at all times and by ensuring that the guests, members of the leisure and recreational facility are treated well. This would set therefore meet the objective of meeting the customer's expectations of the quality of service they receive within the leisure and recreational facility.

A fitness instructor would generally do on a daily basis would be responsible guests and members of the gym how to exercise properly and safely without the risk of injuries to the person from using the fitness machinery. To ensure that the guests and members of the gym are cared after well as part of the fitness instructors would be to walk around the gym and ensuring people are using the equipment correctly and to provide advice and assist to people while they exercise.

As part of a fitness instructor's daily tasks within the leisure and recreation facility would be to spend time with gym members carrying out inductions for personal fitness programmes and personally setting them achievable targets to meet their aims. A fitness instructor would also need to be able to give advice on nutrition and how to lead a healthy lifestyle to gym members and also guests visiting at the hotel. On a daily or weekly basis the fitness instructors would specialise in planning and teaching a number of sessions to guests and gym members. For example within our leisure and recreational facility there will be classes involving music, keep it exercises and yoga activities.

It would be vital that the fitness instructor would carry out a routine of jobs on a monthly and a daily basis. These jobs would be to keep a general record of any reservations/ bookings that have been made within the facility, publicity and marketing the facility into our organisation and also to ensure that a high standard of maintenance is maintained.

The managerial position of the fitness instructor would be responsible for the part-time employees of the entire leisure and recreation facility and needs to ensure that they work efficiently to maintain high standards. The managerial position of fitness instructor would refer any comments or recommendations to the head of leisure and recreation department which would then refer to either the Human Resource manager or General Manager with the proposal.

Clandeboyne Lodge Hotel

Person Specification-

Within the Clandeboyne Lodge Hotel we have set specific criteria that a candidate needs to meet before becoming an employee within our hotel. We are wishing to look for a high standard of essential, necessary experiences, qualifications and skills that would be ideal for a managerial fitness instructor position within our leisure and recreational facility. The type of desirable requirements that we would like to see would be the following;

- Experienced in being able to be creative in teaching classes and managing the managerial role,
- Highly experienced in First Aid,
- High standards Customer Care Skills,
- Experienced leadership skills,
- Knowledge and understanding of the different legal legalisation,
- Previous experience in a managerial role in a leisure and recreational facility.

Clandeboyne Lodge Hotel

Employment Application Form

Job Title: _____

Reference number: _____

Personal Details-

Mr/Mrs/Miss/Ms/DR

(Please Circle)

Male ☐ Female ☐
(tick box)

First Names(s)-

Surname-

Address-

County-

Postcode-

Contact Numbers-

Home- _____

Mobile- _____

Main contact number: _____

Where did you see the advertisement for this job? E.g. Newspaper, please state.

References:

Present/most recent employer:

Organisation: _____

Name: _____

Role in organisation: _____

Address: _____

Postcode: _____

Phone number: _____

E-mail: _____

In what way does the referee know you?

Employer/former Employer ☐

Colleague/former colleague or manager: ☐

Personal: ☐

Organisation: _____
Name: _____
Role in
organisation: _____

Address: _____

Postcode: _____
Phone number: _____
E-mail: _____

[illegible]

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A02.

(Please state details of past schools or colleges which attended including any other course that you have completed).

Secondary Education	Qualifications gained	Grade Achieved
---------------------	-----------------------	----------------

Further and Higher Education	Qualifications Gained	Grade Achieved
------------------------------	-----------------------	----------------

Any Additional Skills and qualities please state below (e.g. Languages Customer Care Skills)

Signed: _____ Date: _____

A03

Job selected
to prepare & be
interviewed for.

JOB ADVERTISEMENT

Generic Holiday Reps

Generic Holiday Reps

Job id: 27143747

Location:

Rest of the world

Salary:

unspecified

Company:

TUI

Job type:

Permanent

Date posted:

06/02/2007 11:03

Description:

Nothing beats a great holiday. You have the personality (and the flair for organisation) that means all our customers will have a carefree, fun break from the moment they step on the plane or into their resort. And you'll have a career that will satisfy your spirit of adventure.

Holiday Reps

A passion for helping people enjoy themselves is the name of the game here. You'll look after our customers, recommend days and nights out together with other holiday products, and generally keep holidaymakers happy. We're looking for an upbeat approach to life, great communication skills, previous sales experience, a serious approach to work and a sense of fun.

<http://www.totaljobs.com/Jobseeking/job27143747.html>

Research
for job

Questionnaire

From this questionnaire I hope to gain a good insight into the role of a Resort Holiday Rep.

1. From your own experience what would you consider to be the most enjoyable aspect of your job as a Resort Holiday Rep?

WORKING WITH PEOPLE
WORKING IN A MOUNTAIN VILLAGE.

2. What type of skills are required within your job role on a daily and regular basis, and what type of skills are most useful in the job you do?

ABILITY TO ORGANISE A LARGE TEAM OF
WORKERS FROM CHALET BOYS/GIRLS, MAINTENANCE
WORKERS, DRIVERS

3. What are the type of work hours that you would generally need to work on a weekly basis? would you be required for work during the weekend or is there a set time of work for example 9 to 5 Monday to Friday.

SUN/FRI 0700 - 1300 1600 - 2100
SAT - FREE.

4. Would the fluctuation of tourists have an effect on your job due to the demand throughout the year due to the seasonality?

VERY BUSY DURING HIGH SEASON CHRISTMAS/NEW YEAR
FEB HALF-TERM & EASTER.

5. On a regular day as a Holiday Resort Rep what type of jobs and task that you would usually need to do as a whole?

MAKE CONTACT WITH CHALET ON DAILY BASIS
ENSURE THAT ALL GUESTS ARE HAPPY WITH
THEIR HOLIDAY

6. As a Holiday Resort Rep does your job entitle that there would be a lot of travelling involved from hotel to hotel or are you situated in one area for the whole of your stay?

STAY IN ONE VILLAGE BUT TRAVEL AROUND
ALL PROPERTIES

7. As being a Holiday Resort Rep is there any negative points that you have experienced from your own experience, and if so how are these problems solved?

BAD WEATHER WHEN GUESTS CANNOT
SKI BECAUSE ALL LIFTS ARE SHUT
HAVE TO ORGANISE OTHER ACTIVITIES,

H2 SNOW VAL D'ISERE.

A03.

Preparation for
interviews

Researching the Company:

The company that I have decided to research for my portfolio is the successful tour group of TUI Thomson. TUI Thomson is a privately owned organisation. The Company of TUI Thomson was founded in 1968 when TUI was created. TUI Thomson is a privately owned company that offer a wide range of different services to holidaymakers each year to suit each of their target markets. The TUI Thomson Company has developed throughout the last few years and now today is one of the world's largest successful travel and tourism firms generating a revenue of €19,619 million euros. TUI Thomson Company are now spreading throughout Europe. Below is a list of different services that TUI Thomson offers and that are available to keen interested holiday makers;

- 1 Approximately 3,500 travel agencies,
- 2 79 Tour Operators in 18 different countries (Including future markets such as Russia and China),
- 3 Over 120 aircraft (United Kingdom- Thomsonfly),
- 4 37 Incoming agencies in 31 countries,
- 5 12 hotel brand in 28 countries with 285 hotels around 163,000 beds (Atlantic Hotels, Dofhotel and Grand Resort Hotels
- 6 10 cruise liners (E.g. Germany- Hapag-Lloyd Kreuzfahrten and United Kingdom- Thomson Cruise.

TUI Thomson Company provides their customers with over 120 aircrafts that fly around the world to a number of destinations. As TUI Thomson has grown as a company they can begin to expand and offer their customers further long haul flight destinations that they can fly to. TUI Thomson offers an good range of short and long haul flights around the world. The types of long and short haul flights they offer are the following;

Africa-

Egypt,
Kenya,
Gambia,
Cape Verde,
Tunisia,
Morocco.

Europe-

Portugal,
Spain,
France,
Italy,
Malta,
Croatia,

Slovenia,
Serbia and Montenegro,
Bulgaria,
Greece,
Turkey,
Cyprus.

Indian Ocean-

India,
Maldives,
Sir Lanka.

Asia-

Thailand.

Australia-

Australia.

United States of America-

United States of America,
Canada.

Caribbean-

Mexico,
Cuba,
Jamaica,
Dominican Republic,
Barbados.

South America-

Brazil.

(Source- www.widiapedia.com)

With TUI Thomson Holiday Company being one of the largest tourism companies in the travel and tourism industry they employ around 80,000 people to operate in 500 companies around the world. The TUI Thomson Company have employed 17,500 people within the United Kingdom, Ireland, Sweden, Norway Denmark and Finland. As an example of how successful Thomson Holidays are they have been the leading market holder within the United Kingdom in the aspect of inclusive holiday market since 1974.

This record and continuing success is a result why many people are interested and wish to use or work for this well known company. The TUI Thomson market within the United Kingdom provides a good range of ideal resorts to holidaymakers to suit the customer's needs and age group. TUI Thomson Company sells around approximately 5 million holidays and flights to keen holidaymakers each year to a number of destinations. This is why TUI Thomson is one of the most popular and successful companies in the travel and tourism industry. (Source- <http://www.thomson.co.uk/editorial/legal/about-thomson.html> and www.thomson.co.uk)

A03 Preparation for interview

Interview Techniques

When applying for a job it is important that you understand and have knowledge on arrange of interview techniques. Having learnt a number of interview technique skills can give the candidate applying for the job an advantage of how to present themselves. Below are a couple of interview techniques that are helpful in making a positive interview overall;

- 1 Selling yourself within the interview,
- 2 Present your own personal skills and abilities,
- 3 Communication between yourself and the interviewer,
- 4 Body language (Appearance, posture, attitude and eye contact),
- 5 Reflect your interest within the interview,
- 6 Preparation for the answers that may be asked in the interview.

I am now going to discuss each of the above points in detail and how you would use these points to the best of your ability.

Selling yourself within the interview-

When sitting in an interview it is important to remember a number of key points that will improve your performance. When trying to sell yourself within an interview the first most important thing before you go into the interview is to prepare and organise your in knowing what your personal skills are and how you would best describe yourself. This also helps you to create a positive ideal image of your unique selling points. This therefore prepares you to answer a question such as "What is your career ambitions? How would you describe yourself? and "What would be your best abilities?" The second most important technique to try and sell yourself within an interview would be to prepare yourself mentally by thinking of yourself as a potential employee of the company. The reason why this helps is because it helps to put yourself in the right state of mind and also helps to show a professional image which would come across to the interviewer as being interested and keen in the job role.

Present your own personal skills and abilities-

Presenting your own personal skills and abilities is an important factor when being in an interview. The first way of ensuring that you present your personal skills and abilities well would be to ensure that you know what your own personal skills are before sitting down in the interview. This means when you go into the interview you won't feel worried or panicked into thinking of your personal skills and abilities. If you don't prepare and know your own personal skills and abilities this may be picked up by the interviewer by yourself taking small pauses and using slang words such as "mm" and "aw". A technique that you could use to strengthen your performance and to impress the interviewer would be to present a presentation or portfolio to the interview especially if you're applying for

a creative job vacancy. A well worked presentation or a written portfolio would help the interviewer highlight your personal skills and abilities more clearly and would provide the interviewer with more understanding of why you would want the job that's on offer. A presentation or portfolio can also show the interviewer of the type of standard the candidate presents and how hard working the candidate is as well

Communication between yourself and the interviewer-

Communication between yourself and the interviewer is probably one of the most important and vital interview techniques that a candidate would need to have within an interview. Good communication between the interviewer and the candidate can create a good understanding between candidate and interviewer, which means that the interview may become a more relaxed for the candidate. It is important to communicate to the interviewer and answer the questions that he or she asks in a calm relaxed manner. This shows the interviewer that you the candidate can cope under stressful conditions and also would not break under any pressure if they were part of their company. This is a positive image for the candidate. When communicating with the interviewer it is important not to rush your answers. The reason why this is so important is because if you rush your answers throughout the interview it may show the interviewer that you are extremely nervous and unprepared for the interview. Below is a list of positive techniques that a candidate could use within an interview to impress the interviewer;

- 1 Wear a smile at all times,
- 2 Listen intently,
- 3 Speak clearly in a controlled range of tones (trying to avoid the same type of tone throughout the interview),
- 4 Take small pauses before speaking (Instead of rushing in and saying the wrong thing),
- 5 Speak slower than normal and don't rush through the interview,
- 6 The volume of the tone of your voice (Not too high or not too low),
- 7 Show enthusiasm and keenness when speaking to the interviewer
- 8 Keep your hands away from your mouth when you speak.

These above interview techniques are important to ensure a successful interview and also hopefully ensuring the job that you worked so hard for. Within an interview the tone of your voice to the interviewer accounts for 20% of the overall interview. This seems like a small percentage but ensuring that you the candidate get the right tone of voice is important and to present an enthusiasm and keen interest. In the interview what you actually say to the interviewer represents 10% of your performance. Although what you say to the interviewer is important to let the interviewer know a bit about yourself and your own personality outside the world of academics.

Body language (Appearance, posture, attitude and eye contact)-

Body language is a very important interview technique that can help improve candidates chances in doing well in their interview. Within a interview your body language represents 70% of the candidates overall performance. When being in an interview it is important that you the candidate express positive body language throughout the whole interview. Positive body language can help communicate better with the interviewer and using simple hand movements and also sitting up straight can show your interest in he job. The best key advice that can help to show positive body language is by trying to remain calm, be professional and also keep forced on the job itself. Once you walk into a interview it is polite to shake the interviewers hand. This helps create a friendly relaxed environment and makes you the candidate feel more an ease. It is important to prevent negative body language in an interview. It is important to be aware of a number of things not being too relaxed, crossing arms or being unfocused and not paying attention to the questions that the interviewer asks. Body language also involves a number of basic needs that the candidate can use. These basic needs are the following:

Appearance-

The dress and personal appearance of a candidate is vital in showing the potential employers that the candidate is show them a professional image and hopefully a potential employee. The dress appearance for an interview would be a smart suit and a tidy image. This means jewellery for men and make up for ladies needs to be at a minimum. For the personal appearance the candidate again would need to have a clean well hygiene appearance and also for them to be well groomed.

Posture-

Within the interview it is important that the candidate has a good positive straight posture. By the candidate having a positive straight posture can show the interviewer that the candidate is interested in the job role. The negative influence that a candidate can have when being in a interview is that the candidate may become too relaxed. This can mean that the communication between the interviewer and candidate may become faded and lose interest in the interview.

Attitude-

A candidate's body language can display their attitude in an interview and is important to the success of the interview. Within an interview it is important that you the candidate presents a positive professional attitude in front of the interviewer. The way that a candidate would present a positive professional attitude would be to show confidence, good communication skills and also all the previous topics. The type of attitude that they would show how interested and how well suited they are for the job role that they are applying for. An example of negative attitude in an interview would be the candidate becoming unforced and losing complete interest in the interview. The body language would therefore become relaxed and the answers would be answered without care. Overall it is important to go into a interview with a positive professional attitude and believe that you are the right person for the person for the job and your attitude would reflect on your performance.

Eye Contact-

In a interview it is also important to have good eye contact with the interviewer. The reason why good eye contact is an important factor is because it helps to provide a good way of communication and also understanding between both the interviewer and the candidate. Good eye contact with an interview can help the interviewer relate and understand more about what the candidate is talking about. The interviewer would give encouraging signs of understanding by nodding his or hers head to indicate that they understand the candidate and that they are doing well in the interview. From the viewpoint of the interviewer, eye contact helps to show if the candidate is interested and keen enough for the job.

Reflect your interest within the interview-

When reflecting your interest in the interview it is vital that you show good understanding of the company or group before you enter the interview incase any questions come up based on the company. By researching the company well means that if a question does come up such as "What do you know about our company?" you the candidate would need known how to answer the question which would show interest in working for the company. Also by researching a number of possible questions that may could up during the interview could shows the interviewer that you are a keen candidate for the job. Also by the way you answer the interviewers questions would show your interest and the candidates skills and abilities also. Some advice that a candidate could use would be to keep their hands rested on their lap, with their head raised. By raising your head shows an expression of interest into the job. It is also important to relax your shoulder but without slumping in your seat. Remain relaxed but not too relaxed because this could show you being uninterested. A key technique to really show the interviewer that you can very interested in the job would be to ask relevant questions to the interviewer about the job description. These could be questions such as "Would I be able to move up within the job?" or "What area would I be working in my first year as a resort rep?". These questions reflect the interest of the candidate's interest. Finally the body language (Appearance, posture, attitude and eye contact) of the candidate is a key technique of reflecting the interest of a candidate within the interview. The way the

candidate presents him or herself would catch the interviewer's eye and hopefully reflect the candidate's interest to the interviewer.

Preparation for the questions that may be asked in the interview-

Preparation for an interview is key in order to be successful. There are different techniques that can be used to prepare you for an interview. One of the first techniques that a candidate could use to prepare themselves would be to research possible questions that may be asked during the interview. This means that you can feel more relaxed and at ease if any of the questions come up that you have researched. The second technique that could be used in the preparation of an interview would be to also research possible answers. By researching possible answers would help the candidate answer the questions in a professional manner which would help influence the candidate's chances in doing well. The final technique that I would personally use to prepare myself for an interview would be to take some time for you to relax before going into the interview. The reason why I think this is important is because I believe that getting yourself into the right state of mind means that your answers become more naturally and it also means that you the candidate is more relaxed and stress free before going into the interview. Overall I believe that preparation is so important before an interview is because without doing any preparation means that the answers that you do may be rushed and not completely thought through. The interviewer therefore would pick up on the candidate's performance and in the end the candidate would have a poor interview overall.

Possible Questions for the Interview-

Potential Employer-

Why did you apply to us?
Where did you hear about the position?
What do you know about our organisation?
What interests you about this position?
What do you think we have to offer you as a company?

*Preparation
for interview*

Career Ambitions-

What are your long and short term goals?
What are you looking for in a career?
Where do you see yourself in 2/5 years time?

Skills and Requirements-

Why should we hire you? (Give me three reasons)
What have you got to offer the company?
Are you prepared to travel?

Personality-

Describe yourself? (Strengths and Weaknesses)
What motivates you?
How do you spend your spare time?

Difficult Questions-

Can you tell me about yourself? (Strengths and weaknesses)
What are your long-term goals?
Why should we hire you?

Possible questions I have researched

1. Why do you want to leave your current employer?
2. What are your goals for the next five years?
3. What are you looking for in a company?
4. Why do you want to work for us?
5. When have you used a PowerPoint presentation?
6. Give an example of when you had a problem with a peer. How did you handle it?
7. Name an instance that you made a wrong decision.
8. Give an example of a time when you felt you were right and others were wrong.
9. Give an instance of when you were wrong and others were right. How did you handle it?
10. When have you been asked to do something that you knew was wrong?
11. How have you been a leader in the past?
12. What courses have you taken that have been most influential in your professional development?
13. What advice would you give to someone taking the same course?
14. What are your salary requirements?
15. Is there anything else that we should know about you that would impact our decision?

Why do you want this job?

Think carefully about this question. Stress the positive aspects which have attracted you to applying for this position. Do not mention the negative aspects of your current job or the job in question.

What qualities do you think will be required for this job?

Their advertisement for the job may help you a little bit, but you should also think of the other qualities that may be required. These may include leadership ability, supervisory skills, communication skills, interpersonal skills, problem solving, analytical skills, etc.

What can you contribute?

This is your chance to shine. Tell them about your achievements in your previous position(s) which are relevant to the new position you are applying for.

Why do you want to work for this company?

Emphasize the positive reasons why you want to join their company, but avoid aspects such as more money or shorter hours. These would not endear you to a prospective employer.

What do you know about this company?

This is your chance to impress the interviewer with your knowledge of their company. Give them a run down of their products/services, sales figures, news, company figures, customers, etc.

What interests you about our product (or service)?

Again, your research into the company should aid you in answering this question.

What can we (the new company) offer that your previous company cannot offer?

Tread carefully here! Again do not mention money. Stress opportunities for personal growth, new challenges, etc.

Do you want to improve your interview success rate?

Are you lacking in confidence for that all-important job interview?

Can you handle difficult interview questions and devise convincing answers?

Are you out of practice in handling interviews?

Will an interviewer uncover any weaknesses and do you know how to overcome them?

Do you have any specific problems that you are particularly worried about? [Such as being consider too old, too young, over / under qualified, making a career move upwards / sideways / downwards, changing career, returning to work after redundancy / unemployment / pregnancy / sickness, etc.]

Are you facing an assessment centre, panel interview, behavioural interview or in-tray exercises?

Do you worry about your interview performance and how you come across?

Can you beat your rivals and secure the job that you want?

<http://www.alec.co.uk/interview/intq1.htm>

Top 5 toughest job interview questions

1. Tell me about yourself?
2. Name three adjectives that best describe your ideal work colleague?
3. Why would you like to work for me?
4. What are your weaknesses? How do you overcome them?
5. You've been out of work for long time haven't you

Top 5 friendly interview questions-

1. What do you know about this organisation?
2. Why are you seeking a new job?
3. What has been your favourite job?
4. How do you feel about your current employer?
5. How would your subordinates describe you?

Potential Employer

Why did you apply to us?

Where did you hear about the position?

What do you know about our organization?

What interests you about the position?

What do you think we have to offer you as a company?

Career Ambitions

What are your long/short term goals?

Tell me about your career aspirations.

Where do you see yourself in 2/5 years time?

What are you looking for in a career?

Do you have plans to gain further qualifications?

Skills and Requirements

Why should we hire you? - Give me three reasons

What have you got to offer the company? - What skills will you bring?

Are you prepared to travel?

Are you looking for a position with training?

Personality

Describe yourself - strengths/weaknesses?

How would your friends describe you?

What motivates you?

What are your strengths/weaknesses?

How do you spend your spare time?

Problem/Sticky Questions

- What salary or benefits are you looking for ? (We can give you advice regarding how to deal with this question prior to your interview).
- Why are you changing your career?
- Explain the gap in your work history.
- Given your career plans, how long do you expect to stay with our organization?
- Can we contact your current employer for references? (this question is usually only asked after an offer letter has been sent - nevertheless be prepared).

- Questions to ask the Interviewer

Why is the position available?

JK

What skills are needed to succeed?

What are the initial priorities of the position?

How does the position fit into the organizational structure?

How much scope (autonomy, flexibility, career growth, responsibilities) is there within this position ?

What is the company's managerial style/culture ?

Questions typically asked of Graduates.

Why did you choose your college/university?

What did you most/least like about your course?

What was your strongest/weakest subject?

Tell me about your project work?

Describe your ideal employer?

How do you spend your spare time?

Besides your degree, what else do you feel you gained from college/university?

What positions of responsibility do you hold/have you held ?

<http://www.working-smart.co.uk/default/interview.asp>

*Preparation
for analysis*

Evaluation Sheet of My Performance-

1. How well did I manage to listen to the interviewer's questions and did I answer them well?

2. From my interview how well did my enthusiasm about the job come through in my performance?

3. In the interview how well did I do in selling myself in attempt to get the job?

4. How well did I present my own personal skills and abilities in the interview?

5. Did I present a good professional appearance throughout the interview?

6. From your opinion how well did my body language display my interest for the job?"

How was my-
Posture-

Attitude-

Eye Contact-

7. How well do you think I prepared for the interview and how well did it show many knowledge and understanding of the job role?

8. Did my tone of voice help encourage the interviewer's opinion about how interested I was in the job of a Holiday Resort Rep?

9. From your opinion how confident do you think I was while answering the interviewer's questions?

10. What would be an area where I could have improved on?

A03

Year14 Travel and Tourism

Unit 16 Human Resources in Travel and Tourism

Witness Statement

Assessment Objective A03

You participate as a candidate for a travel and tourism related job role.

I confirm that _____ took part in a mock
interview for a travel and tourism related job.

Job role:

Resort Rep

Company:

TUI Thomson

CAME ACROSS VERY WELL. HE APPEARED CONFIDENT
AND GAVE SOME GOOD ANSWERS THAT DISPLAYED A LOT
OF ~~GOOD~~ ATTRIBUTES THAT WOULD BE APPLICABLE FOR
THE INDUSTRY. HE SEEMED INTERESTED IN THE JOB +
ASKED GOOD QUESTIONS REGARDING HIS FUTURE.

Signature

SCOT CARSON

Name:

SCOT CARSON

Position:

CAREER ADVISOR

56

Andy.

Evaluation Sheet of My Performance-

1. How well did I manage to listen to the interviewer's questions and then answer them well?

listened attentively. Gave good extended answers in a relaxed manner. Didn't rush answers.

2. From my interview ~~much~~ how well did my enthusiasm about the job come through in my performance?

Very well - you appeared interested & had knowledge about the company & the job role. Came across as self-assured.

3. In the interview how well did I my selling myself in attempt to get the job?

Excellent - came across as a thoughtful caring person who people would want to employ as these would be good attributes for the job.

4. How well did I present my own personal skills and abilities in the interview?

Very well - gave lots of examples from your experiences in part-time work & Scouts. Your actual performance also demonstrated you had necessary skills.

5. Did I present my a good professional appearance without the interview?

Good - appropriate dress & grooming.

6. From your opinion how well did my body language display my interest for the job?

Good position - used hands but not excessively.

How was my-
Posture-

Good - head up throughout but relaxed.

Attitude-

Good

Eye Contact-

Maintained throughout but natural - showing interest in the person

7. How well do you think I prepared for the interview and how well did it show many knowledge and understanding of the job role?

Obvious in your answers that company & job role had been researched.

8. Did my tone of voice help encourage the interviewer's opinion about how interested I was in the job of a holiday resort?

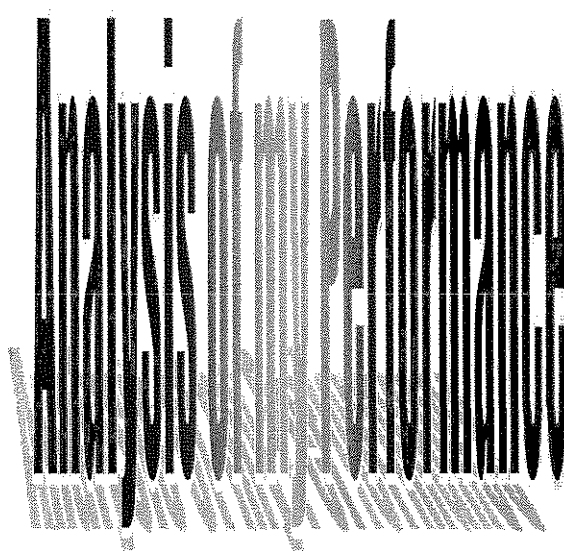
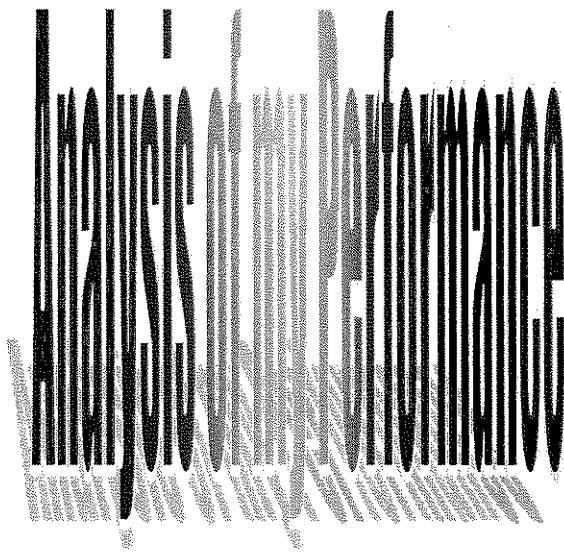
Good communication skills displayed.

9. From your opinion how confident do you think I was while answering the interviewer's questions?

You appeared relaxed & quietly confident throughout. Good 'meet & greet' & left interview well

10. What would be an area where I could have improved on?

A couple of occasions used 'and stuff' as a finish to your answer - 'and stuff'!!



*Analysis of
interview performance*

As part of my Unit 16 portfolio on Human Resources a staged interview was set up and arranged on the Thursday 1st March 2007. The interview itself was going to be held within the school in a controlled school classroom environment. For the interview I needed to choose a job from the travel and tourism industry and research the possible jobs that I would be interested in. For the interview I decided to apply for a job with the leading successful tour operator TUI Thomson. The job position that I wanted to apply for was the role of a resort rep. For the interview the person who was interviewing us was a careers officer from outside the school, which meant that I wasn't familiar with this person. This made the interview seem more realistic and more professional on the actual day.

For the interview I decide that I would take a number of steps to prepare myself for the interview that I would be sitting through. One of the first steps that I decided to use in preparing myself was to do some research on the actual job role that I would be applying

for and also on the TUI Thomson Company that I would maybe working for. I believe that by carefully researching of the company helped me expand my actual knowledge I had on the company and I felt that it would help me answer any vital questions that may be asked during the interview. To gather good, accurate information on the TUI Thomson Company I decided to use the internet search engine Google to find the official website of TUI Thomson (www.tui-group.com). On the website I gathered a great range of specific information such as TUI Thomson employs 80,000 people in 500 companies around the world and other relevant information. I also decided to gather some general information that most people would know about the company of TUI Thomson. On the official website there was a link that I used which highlighted the different career stages within the TUI Thomson Company. In the end I decided to learn a number of key points that I would be able to remember and use within my interview. Researching the actual company of TUI Thomson gave me a good sense of knowledge and understanding of the type of standards that the TUI Thomson would expect from their employees. This meant that in the actual interview I needed to present myself in a good professional manner to show the interviewer that I am the ideal candidate for the job.

Before the interview I decided to research a number of possible questions and answers that I may get asked during my interview. I decided to use the internet search engine Google again to research possible questions and answers that are most commonly asked in an interview. From using the Google search engine I gathered a number of possible interview questions that I could use as practise for my interview. The types of questions that I gathered from my research were the following;

- Tel me about yourself?
- Why did you apply to this job?
- Where do you see yourself in 2 or 5 years time?
- What are your long/ short term goals?

After I had researched possible interview questions that could come within the interview I decided to research a number of possible answers as guidelines so that I would know how to answer the interviewer's questions. In my preparation for my interview I am pleased that I researched a number of possible interview questions and learnt which way to answer them as well. I think that this allowed me to relax and prepare myself for what type of questions that might come up during my interview. I felt that this was good practise in preparing myself for an interview seeing that I have had no past experience of being in an interview and being able to sell myself to a person who I am not be familiar with. It also made me think about examples from my past that I might be able to use in the interview. Was useful as I would not be trying the first time when asked.

In my preparation I also researched arrange of interview techniques that I could use during my interview. The types of interview techniques that I found were to do with presenting the correct body language, how to sell yourself in an interview and also how to reflect your interest within the interview. This gave me a lot of help in how I should behave in the interview. By preparing myself in this way made me feel a bit too prepared

*analysis
leading up to
interview*

in the sense that I was trying to memorise my actual answers that I had written down. This as a result added more to the pressure and nervous that I felt before the interview. The key technique I needed to use in preparing myself was to relax and to not get overcome with too much preparation. I felt that this is vitally important when preparing yourself for an interview.

On Friday 1st March, the day of my interview I decided to ensure that I did as much preparation as I could in the build up before the interview. On the day of my interview I decided that I would arrive at the venue of the interview reasonably early so that I could take some time to relax and prepare myself before the interview. The reason why I decided to arrive at the venue reasonably on time is because it meant that I could then take my time in calming myself for the interview. I believe that this was a successful way to approach the interview. The reason why I think this because if I decided to arrive too early I would have felt more worried and nervous about the interview and if I came too late for the interview I would be firstly be making a bad impression of not being punctual plus I would feel rushed which may have shown in my performance from the start. As I did arrive about 5 minutes before hand which meant that I could read over any possible questions that I was unsure about and also to have time with myself in visualizing my interview and what I would do and what I wouldn't do in the interview. When I was reading over the possible questions that I had I decided to put them down and just concentrate on trying to get myself calm and relaxed before the interview instead of going into the interview in a panic. I decided to prepare myself by sitting down and getting myself into my own comfort zone where I could sit and relax before I went into the interview. I believe that his technique worked extremely well and before I stepped into the interview I felt reasonably relaxed and prepared to ask the interviewer's questions. Before I went into the interview I still felt a bit nervous about the type of questions that were going to be asked and if I would be able to answer them in a respectable professional manner. For the interview I decided to wear my plain white school shirt and my black school trousers as I thought the white shirt and black trousers would look smart and also professional for the type of role that I was applying for. The way that a resort rep would usually dress would be a usually more casual wear than rather more formal wear. This is an area where I could improve for any future interviews.

Analysing my performance within the Interview;

From the beginning of the interview I felt slightly nervous but came into the interview feeling positive and confident in myself even though I would say that I am not very self-confident in myself. I decided to tackle the interview in a good professional manner as if it was a real interview and I really wanted the job that was available. At the beginning as I came in through the door I felt a bit hesitant about introducing myself to the interviewer. Before hand as I was preparing myself I the room outside I was thinking through my mind if I should or should not go in and offer my hand as a welcome sign at the beginning. From the beginning I decided to myself that I would show more confidence and believe in myself that I can do well and to forget and get pass the stage were I usual would feel embarrassed talking in front of people. However when I got over

thorough analysis

to the interviewer I reached out my hand quite naturally to shake his. I decided to keep this image from the moment I sat down in the interview chair. Although I am usually a shy personality I always think that keeping eye contact with the person who I am speaking to is very important. From start to end I maintained a strong eye contact with the interviewer which seemed to help me communicate better and also present my opinion and interest to him. As I sat down I remembered my preparation that I had done before hand, in what way I would manage and present myself in front of the interviewer. One interview technique that stood out in my mind as I was sat in the chair was to always to remember to keep a straight and positive posture and to also look interested in the job that you the candidate has applied for. Throughout the interview I ensured that I smiled and showed the interviewer that I was interested in the job that I had applied for. I think that I did this very well and by maintain good eye contact meant that the interviewer knew I was interested in this job as a resort rep.

The first question that the interviewer asked me was "Tell me a bit about yourself?". At the beginning I felt nervous and then began to speak openly about myself in what I enjoy doing and the type of hobbies and interests that I have outside a school environment. Before hand in the preparation for my interview I didn't really honestly prepare myself for a question like this. I began talking to the interviewer about that I was part of the Scouts and the type of tasks, responsibilities and skills that I learnt whilst begin a member of the Scouts. When answering the question I did feel that I did very well, although I felt a bit unsure and slightly nervous in the way I spoke to the interviewer but maintain full eye contact with the interviewer. As I was talking to the interviewer about my different experiences as being part of the Scouts I began to realise that I was highlighting a number of vital skills and requirements that I needed for the job that I was applying for. As I realised this I began to feel more confident and was able to expand on my questions in detailed and let the interviewer know more about myself. As more of the questions came on I felt that I was doing well in answering them with confidence. Before the interview I was slightly worried that I was not going to be able to answer the questions correctly or hesitate at a question that I wouldn't be able to answer due to lack of knowledge and understanding. During the interview, the interviewer asked me a question about the TUI Thomson Company. This is an area where I was a bit unsure with and had a lack of knowledge about the company even though I did some research in my preparation for my interview. The question that he asked me was "What do you already know about our company TUI Thomson?". This question knocked my confidence slightly and I really had to try and remember the key facts that I had learnt previously. In the end I managed to name a few key points about the company but out of all the questions I reckon that I didn't do as well in that question due to not being able to remember all that I had researched about the company. After the interviewer had asked me all his set questions I decided to ask him a number of questions about the job role and if it was possible to progress within the company?. By asking the interviewer a number of questions at the end allowed me to show him that I was generally interested in the job role and that I wanted to learn more about the job. After the interview was over I stood up and thanked the interviewer for his time and gave him a friendly hand shake to end the interview. As I walked out of the interview and closed the door behind me I felt pleased with myself by completing an interview which I thought that I did very well in even though I had no

previous I felt I learned a lot with the answers I gave the interviewer and also the way my body language was conducted. From the interview I think that it helped me become more confident in myself to speak out in front of people, it helped as this one went well and I felt good about myself afterwards I gain more knowledge, understanding and experience of begin in an interview situation. I felt that the whole experience of the interview gave be more self-confidence in myself and as the interview went on I didn't feel as embarrassed as I first thought I would have. After the interview I visualized my performance over again. During the interview I realized that I was communicating with the interviewer with the use of my hand movements to try and express a point. Before I went into the interview I never expected to use hand movements as away to explain and express myself about a point I was trying to make to the interviewer. I think although I didn't expect to make as much hand movements as I did I felt that it helped me express myself of how I felt about a certain subject or opinion. Overall I thought I did extremely well in my interview which quite supervised me as I felt I nerpous beforehand but could improve next time on my "meeting and greeting" and also in rememebering key points about the company so that I could develop my answers in an interview situation.

In the preparation stage of my interview I decided to draw up an evaluation sheet that my teacher would fill out based on all aspects of my performance. With my teacher being able to fill in the evaluation sheet means that she can observe and highlight any parts of many interview performance where I did well in and areas where I could improve on. This means that the feedback that I received from the evaluation sheet will be accurate. The questions ranged from "How well I managed to listen to the interviewer's questions?" to "How confident do you think I was in answering the answers that were set?". Hopefully for these questions I gained a good insight into how well I performed in an interview situation. The type of feedback that I received back from my personal evaluation sheet was very pleasing and gave good appraisal of my performance. It agreed with what I had thought myself. I am now going to analysis each question and give the opinion of how I felt I did and the comment that my teacher gave who evaluated my performance.

Question 1- "How well did I manage to listen to the interviewer's questions and did I answer them well?".

During the interview I did feel that I managed to listen to the interviewer's questions well as I kept good eye contact with him throughout the interview and each time he spoke or asked me a question I nodded my head to acknowledgement to his comment or question. From the viewpoint of my teacher she said that I "Listened attentively, gave good extended answers in a relaxed manner and didn't rush answers". I was very pleased by this comment. Before the interview I felt nervous about the whole experience of trying to extend my answers to ensure that I gave a professional appearance and also to show that I was the right candidate for the job. When I sat through the interview I did remind myself a number of times to remain calm and to relax and not rush my answers. I am glad that this was shown in my performance to the interview.

Question 2- "From my interview how well did my enthusiasm about the job come through in my performance?"

From the interview I felt that I did show a slight bit of enthusiasm but if I had **researched and studied the job role a bit better I reckon** that I could have done better I showing off my enthusiasm to the interviewer overall. The comment that my teacher gave me for enthusiasm was that I did "Very well- you appeared interested and had knowledge about the company and the job role. Came across as self assured". From this comment I felt extremely pleased that I was able to show my interest in the job and to the company as well. **If I had of studied both the company and job role better would mean that I could have maybe done better in showing off my enthusiasm and also knowledge of both the job and company. Making me an ideal candidate for the job itself.**

Question 3- "In the interview how well did I do in selling myself in attempt to get the job?"

My teacher thought that I was "Excellent- came across as a thoughtful caring person who people would want to employ as these would be good attributes for the job". Again I was pleased with this positive personal comment. After the interview I felt that I had a good attempt at trying to sell myself to the interview in order to get the job. In the interview I wanted to come across that I was the right employ for the job and that I also had good attitudes for the job that I apply for. I would say that I would come across as having a thoughtful caring personality. In the interview I am glad that my own personality showed through to the interview and my teacher was able to pick up that I was being myself in the interview situation.

Question 4- "How well did I present my own personal skills and abilities in the interviewer?"

Throughout the interview I thought that I presented my own personal skills and abilities in a well organised professional manner. The feedback that I got back from my teacher was that she thought that I did "Very well- gave lots of examples from your experiences in part-time work and Scouts. Your actual performance also demonstrated you had the necessary skills". I was extremely pleased with this comment that my teacher made from my performance. During the interview I found myself talking about the type of skills and requirements that I needed to use in both my part-time job and also my experience in the Scouts. In my preparation before hand I never thought that I would be talking about these topics and the type of skills and abilities were involved. I began to explain in more detail about my experiences and different situation that I have been put in both in my part-time job and also Scouts. Within the interview I felt that I spoke well and with confidence about my skills and abilities. During the interview I began to realise that the type of skills and abilities that I was talking for example customer service skills and leadership skills, were the type of skills and abilities that were necessary for the job role. Overall I was pleased with my own performance and also that my teacher was able to pick up on me expressing my own personal skills and abilities.

Question 5- "Did I present a good professional appearance throughout the interview?"

For my interview I think that I did present a good professional appearance throughout the interview but could have improved on my dress wear that I wore for the interview. I thought that the dress wear that I wore for my interview seemed plain and dull. For the interview in the end I decided that I would just wear my school trousers and white shirt but seeing that I was in my school trousers and white shirt I didn't feel comfortable or confident in the dress wear that I wore. This means that as an improvement I could wear something that would be more smartly casual instead of deciding to wear my school trousers and white shirt. The feedback that I received from my teacher who was evaluating my performance and appearance during the interview thought that I was "Good- appropriate dress and grooming". This means that during the whole of the interview I felt self-consistent about the type of image that I was displaying to the interview but really other people for example my teacher who was evaluating my performance thought I was appropriately dressed and presented a good professional appearance. From this feedback I can learn to have more self-belief in myself in how I felt visually before an interview and that I don't have to worry about my visual appearance.

Question 6- "From your opinion how well did my body language display my interest for the job?" (Focusing on my posture, attitude and eye contact)-

In the build up to my interview I thought that it would be helpful if I researched a number of different interview techniques that I could use during my interview. From the research that I found from the internet using the search engine Google, I found that the use of body language is one of the most important interview techniques that a candidate can use in order to express their opinion and feelings to an interviewer. The most helpful piece of information that I learnt while researching interview techniques is that your body language and image equals 70% of the employers' impressions. From my own interview I felt that I did well in ensuring that my body language was positive and also professional towards the interviewer. The feedback that I received from my teacher said that my body language was in a "Good position- used hand but not excessively". She also said that my posture was "Good- head up throughout but relaxed", attitude "Good" and finally that my eye contact was "Maintained throughout but natural- showing interest in the person". The feedback that I received for my teacher shocked me in as to how well I managed to present my body language during the interview. The reason why I seem shocked that I did well is because before the interview I felt nervous in being able to present myself in a confident and professional manner in front of the interviewer seeing that I would say I am not such a confident person. By receiving that feedback I feel pleased with myself as I was able to present good body language during the interview and I feel it has been good practise for the future.

Question 7- "How well do you think I prepared for the interview and how well did it show my knowledge and understanding of the job role?"

As I went into the interview I felt slightly nervous that I was going to struggle in giving the correct answers to the interviewer. I felt slightly apprehensive and thought that I would hesitate and be rushed in the way I answered my questions. In my preparation before hand I did use the internet as research to gain a number of specific and general facts about the TUI Thomson Company. I felt that this did help but before the interview I didn't feel that I knew the facts as well as I could have wanted to. During my interview one of the questions that I was asked by the interviewer was "What do you know about our company?". When I asked this question I felt worried and began to name of some important facts that I could remember but I felt that I didn't put them into any order, which may have seemed that I made them up from my head. The feedback that I got back from my teacher was very encouraging. From the feedback my teacher had noticed that it was "Obvious in your answers that company and job role had been researched". I believe that prior to the interview if I had learnt and remembered a number of facts about the company and job role that I could have performed even better in front of the interviewer.

Question 8- "Did my tone of voice help encourage the interviewer's opinion about how interested I was in the job of a Holiday Resort Rep?"

The feedback that I received from my teacher was positive. The teacher thought my performance showed that I had "Good communication skills" which were displayed well. During the interview I felt that I made a good attempt in displaying good communication skills to the interviewer even though it felt difficult to me seeing that it felt out of my natural comfort zone. Although from the feedback that I received for my teacher who evaluated my performance, my nervous and lack of confidence must have not been shown in my performance.

Question 9- "From your opinion how confident do you think I was while answering the interviewer's questions?"

At the beginning of my interview I felt extremely nervous in how I would present myself to the interview and also how I would asked the questions that he would ask me. I am naturally have a shy personality and usually get embarrassed in speaking in front of people or larger numbers. At the beginning of the interview I felt nervous and embarrassed until after I answered the first question had been asked then after that I began to relax and become more confident in the answers I produced. I did feel at one point that I was just having a conversation with someone instead of an interview. I think this is good as I had relaxed a bit and was able to be more myself. From the viewpoint of my teacher she thought I "Appeared relaxed and quietly confident throughout. Good "meet and greet" and left interview well". This feedback comment was very confidence boosting as I thought the opposite of what she had noticed from my performance. After the interview had finished I did feel more self-confident in myself and felt more relaxed seeing that I felt I came out of the interview knowing it was a success.

Question 10- "What would be an area where I could have improved on?"

In my interview there was one area where I could vastly improve on which would have made my answers sound better and more understanding. During my interview my teacher noticed that on a couple of occasions I didn't finish my sentences off correctly and instead I used slang to end my sentences. My teacher noticed that on a few of the occasions I used the slang term of "and stuff" to end my sentences to the interviewer. This might give the impression that I have more to say but can't be bothered or can't communicate it but I think it is a bad habit. This is a negative interview technique to use within an interview.

From my interview that was held on the Thursday 1st March a witness statement was filled in by the interviewer himself that confirmed that I had taken part in my interview. In the witness statement there was a place of where the careers officer could comment on my performance of my interview. From the comment that he left about my interview he said "Andrew came across very well. He appeared confident and gave some good answers that displayed a lot of attributes that would be applicable for this industry. He seemed interested in the job and asked good questions regarding his future". The feedback that I received from the interviewer was very pleasing and encouraging highlighting a number of my good points that I had within the interview. From the feedback that the interviewer gave me, helped me get a clear overall accurate image of how successful I was within my interview. Overall at the beginning of the interview from the preparing stage I never thought that I would have performed as well as I actually have done in my interview. I am extremely pleased with all the feedback that I received for both teacher and interviewer as well and feel I have gained confidence for the future from it.

Thorough analysis

Recommendations for my Interview-

From my interview experience I think that I did reasonably well in impressing the interviewer but I feel that there was room for improvement to do even better in an interview situation next time.

The first improvement that I could greatly improve on would be the way I would conduct myself as I enter the interviewing room for the first time to meet the interviewer's. From my own interview experience I realized that I didn't have a good strong confident "meet and greet" with the interviewer. The way that I could improve this would be to enter the room showing confidence from the start and introduce myself first to the interviewer and

even ask the interviewer how he or she is. By doing this means that the interviewer would notice from the beginning that I am a confident in myself in speaking out and interested in the job that I have applied for. This would therefore help me maybe become a potential candidate for the job.

My second improvement that I could do to ensure that my interview was successful would be to stop the use of slang words such as "and stuff" at the and end of my sentences. By using slang words can show the interviewer that you don't or can't extend your answers because maybe due to a lack of knowledge about the subject. The way to prevent this from happening would be to make sure that you have researched the company or job role accurately and that you are able to expand on any of the answers that may appear in the interview.

Looking back at my interview I think that I could have improved on the type of clothes that I wore to the interview. For my interview I wore my plain white school shirt and my black school trousers because I thought that this would look presentable and professional for the type of job I was applying for. Seeing that I was applying for a job at one of the largest travel and tourism companies in the world (TUI Thomson) I could have improved on the type of clothes I wore by instead of wearing a plain white shirt I could have wore a smart causal shirt with a tie as well. This would have created a more professional and pleasing appearance.

During my interview I felt that I could have improved on remembering the sufficient key points about the company instead of trying to remember lots of individual statistics. In my preparation for next time in have an interview I could highlight a number of key points that I could learn and memorise so as I am into an interview I would be able to talk about each individual one. If I learnt a number of key points for my interview and was able to talk about them in the interview this would show the interviewer that I have reseached their company well and that I show interest in the job that I have applied for.

Finally the last improvement that I would have liked to make for my interview would have been to be able to speak more clearly and with slightly more confidence. During the interview I felt that my voice sounded nervous at the begining and that I spoke a bit quietly although the feedback I received back said I spoke confidently. The way that I could help improve this would be to build on the relaxed feeling that I had during the interview when I was having a conversation with the interviewer. Im seemed relaxed and didn't feel the pressure of being in an interview situation. The reason why this is important to improve on is becuae during the interview I was able to show the interview my own personality instead of being someone who it wasn't. Overall this would help me do well in my interview and also show the interviewer if I have the skills and abilities for the job. In future interviews I should incorporated these different techniques into my interview.

*recommendations
for the future*

Analysis of my Performance

As part of my Unit 16 portfolio on Human Resources a staged interview was set up and arranged on the Thursday 1st March 2007. The interview itself was going to be held within the school in a controlled school classroom environment. For the interview I needed to choose a job from the travel and tourism industry and research the possible jobs that I would be interested in. For the interview I decided to apply for a job with the leading successful tour operator TUI Thomson. The job position that I wanted to apply for was the role of a resort rep. For the interview the person who was interviewing us was a careers officer from outside the school, which meant that I wasn't familiar with this person. This made the interview seem more realistic and more professional on the actual day.

For the interview I decide that I would take a number of steps to prepare myself for the interview that I would be sitting through. One of the first steps that I decided to use in preparing myself was to do some research on the actual job role that I would be applying for and also on the TUI Thomson Company that I would maybe working for. I believe that by carefully researching of the company helped me expand my actual knowledge I had on the company and I felt that it would help me answer any vital questions that may be asked during the interview. To gather good, accurate information on the TUI Thomson Company I decided to use the internet search engine Google to find the official website of TUI Thomson (www.tui-group.com). On the website I gathered a great range of specific information such as TUI Thomson employs 80,000 people in 500 companies around the world and other relevant information. I also decided to gather some general information that most people would know about the company of TUI Thomson. On the official website there was a link that I used which highlighted the different career stages within the TUI Thomson Company. In the end I decided to learn a number of key points that I would be able to remember and use within my interview. Researching the actual company of TUI Thomson gave me a good sense of knowledge and understanding of the type of standards that the TUI Thomson would expect from their employees. This meant that in the actual interview I needed to present myself in a good professional manner to show the interviewer that I am the ideal candidate for the job.

Before the interview I decided to research a number of possible questions and answers that I may get asked during my interview. I decided to use the internet search engine Google again to research possible questions and answers that are most commonly asked in an interview. From using the Google search engine I gathered a number of possible interview questions that I could use as practise for my interview. The types of questions that I gathered from my research were the following;

- Tel me about yourself?

- Why did you apply to this job?
- Where do you see yourself in 2 or 5 years time?
- What are your long/ short term goals?

After I had researched possible interview questions that could come within the interview I decided to research a number of possible answers as guidelines so that I would know how to answer the interviewer's questions. In my preparation for my interview I am pleased that I researched a number of possible interview questions and learnt which way to answer them as well. I think that this allowed me to relax and prepare myself for what type of questions that might come up during my interview. I felt that this was good practise in preparing myself for an interview seeing that I have had no past experience of being in an interview and being able to sell myself to a person who I am not be familiar with. It also made me think about examples from my past that I might be able to use in the interview. Was useful as I would not be trying the first time when asked.

In my preparation I also researched arrange of interview techniques that I could use during my interview. The types of interview techniques that I found were to do with presenting the correct body language, how to sell yourself in an interview and also how to reflect your interest within the interview. This gave me a lot of help in how I should behave inthe interview. By preparing myself in this way made me feel a bit too prepared in the sense that I was trying to memorise my actual answers that I had written down. This as a result added more to the pressure and nervous that I felt before the interview. The key technique I needed to use in preparing myself was to relax and to not get overcome with too much preparation. I felt that this is vitally important when preparing yourself for an interview.

On Friday 1st March, the day of my interview I decided to ensure that I did as much preparation as I could in the build up before the interview. On the day of my interview I decided that I would arrive at the venue of the interview reasonably early so that I could take some time to relax and prepare myself before the interview. The reason why I decided to arrive at the venue reasonably on time is because it meant that I could then take my time in calming myself for the interview. I believe that this was a successful way to approach the interview. The reason why I think this because if I decided to arrive too early I would have felt more worried and nervous about the interview and if I came too late for the interview I would be firstly be making a bad impression of not being punctual plus I would feel rushed which may have shown in my performance from the start. As I did arrive about 5 minutes before hand which meant that I could read over any possible questions that I was unsure about and also to have time with myself in visualizing my interview and what I would do and what I wouldn't do in the interview. When I was reading over the possible questions that I had I decided to put them down and just concentrate on trying to get myself calm and relaxed before the interview instead of going into the interview in a panic. I decided to prepare myself by sitting down and getting myself into my own comfort zone where I could sit and relax before I went into the interview. I believe that his technique worked extremely well and before I stepped into the interview I felt reasonably relaxed and prepared to ask the interviewer's

*Detailed
analysis*

questions. Before I went into the interview I still felt a bit nervous about the type of questions that were going to be asked and if I would be able to answer them in a respectable professional manner. For the interview I decided to wear my plain white school shirt and my black school trousers as I thought the white shirt and black trousers would look smart and also professional for the type of role that I was applying for. The way that a resort rep would usually dress would be a usually more casual wear than rather more formal wear. This is an area where I could improve for any future interviews.

Analysing my performance within the Interview;

From the beginning of the interview I felt slightly nervous but came into the interview feeling positive and confident in myself even though I would say that I am not very self-confident in myself. I decided to tackle the interview in a good professional manner as if it was a real interview and I really wanted the job that was available. At the beginning as I came in through the door I felt a bit hesitant about introducing myself to the interviewer. Before hand as I was preparing myself in the room outside I was thinking through my mind if I should or should not go in and offer my hand as a welcome sign at the beginning. From the beginning I decided to myself that I would show more confidence and believe in myself that I can do well and to forget and get past the stage where I usual would feel embarrassed talking in front of people. However when I got over to the interviewer I reached out my hand quite naturally to shake his. I decided to keep this image from the moment I sat down in the interview chair. Although I am usually a shy personality I always think that keeping eye contact with the person who I am speaking to is very important. From start to end I maintained a strong eye contact with the interviewer which seemed to help me communicate better and also present my opinion and interest to him. As I sat down I remembered my preparation that I had done before hand, in what way I would manage and present myself in front of the interviewer. One interview technique that stood out in my mind as I was sat in the chair was to always to remember to keep a straight and positive posture and to also look interested in the job that you the candidate has applied for. Throughout the interview I ensured that I smiled and showed the interviewer that I was interested in the job that I had applied for. I think that I did this very well and by maintain good eye contact meant that the interviewer knew I was interested in this job as a resort rep.

The first question that the interviewer asked me was "Tell me a bit about yourself?". At the beginning I felt nervous and then began to speak openly about myself in what I enjoy doing and the type of hobbies and interests that I have outside a school environment. Before hand in the preparation for my interview I didn't really honestly prepare myself for a question like this. I began talking to the interviewer about that I was part of the Scouts and the type of tasks, responsibilities and skills that I learnt whilst begin a member of the Scouts. When answering the question I did feel that I did very well, although I felt a bit unsure and slightly nervous in the way I spoke to the interview but maintain full eye contact with the interviewer. As I was talking to the interviewer about my different experiences as being part of the Scouts I began to realise that I was highlighting a number of vital skills and requirements that I needed for the job that I was applying for. As I

realised this I began to feel more confident and was able to expand on my questions in detail and let the interviewer know more about myself. As more of the questions came on I felt that I was doing well in answering them with confidence. Before the interview I was slightly worried that I was not going to be able to answer the questions correctly or hesitate at a question that I wouldn't be able to answer due to lack of knowledge and understanding. During the interview, the interviewer asked me a question about the TUI Thomson Company. This is an area where I was a bit unsure with and had a lack of knowledge about the company even though I did some research in my preparation for my interview. The question that he asked me was "What do you already know about our company TUI Thomson?". This question knocked my confidence slightly and I really had to try and remember the key facts that I had learnt previously. In the end I managed to name a few key points about the company but out of all the questions I reckon that I didn't do as well in that question due to not being able to remember all that I had researched about the company. After the interviewer had asked me all his set questions I decided to ask him a number of questions about the job role and if it was possible to progress within the company. By asking the interviewer a number of questions at the end allowed me to show him that I was generally interested in the job role and that I wanted to learn more about the job. After the interview was over I stood up and thanked the interviewer for his time and gave him a friendly hand shake to end the interview. As I walked out of the interview and closed the door behind me I felt pleased with myself by completing an interview which I thought that I did very well in even though I had no previous experience. I felt I learned a lot with the answers I gave the interviewer and also the way my body language was conducted. From the interview I think that it helped me become more confident in myself to speak out in front of people, it helped as this one went well and I felt good about myself afterwards. I gained more knowledge, understanding and experience of being in an interview situation. I felt that the whole experience of the interview gave me more self-confidence in myself and as the interview went on I didn't feel as embarrassed as I first thought I would have. After the interview I visualized my performance over again. During the interview I realized that I was communicating with the interviewer with the use of my hand movements to try and express a point. Before I went into the interview I never expected to use hand movements as a way to explain and express myself about a point I was trying to make to the interviewer. I think although I didn't expect to make as much hand movements as I did I felt that it helped me express myself of how I felt about a certain subject or opinion. Overall I thought I did extremely well in my interview which quite surprised me as I felt I nervous beforehand but could improve next time on my "meeting and greeting" and also in remembering key points about the company so that I could develop my answers in an interview situation.

In the preparation stage of my interview I decided to draw up an evaluation sheet that my teacher would fill out based on all aspects of my performance. With my teacher being able to fill in the evaluation sheet means that she can observe and highlight any parts of my interview performance where I did well in and areas where I could improve on. This means that the feedback that I received from the evaluation sheet will be accurate. The questions ranged from "How well I managed to listen to the interviewer's questions?" to "How confident do you think I was in answering the questions that were set?". Hopefully for these questions I gained a good insight into how well I performed in an

interview situation. The type of feedback that I received back from my personal evaluation sheet was very pleasing and gave good appraisal of my performance. It agreed with what I had thought myself. I am now going to analysis each question and give the opinion of how I felt I did and the comment that my teacher gave who evaluated my performance.

Question 1- "How well did I manage to listen to the interviewer's questions and did I answer them well?"

During the interview I did feel that I managed to listen to the interviewer's questions well as I kept good eye contact with him throughout the interview and each time he spoke or asked me a question I nodded my head to acknowledgement to his comment or question. From the viewpoint of my teacher she said that I "Listened attentively, gave good extended answers in a relaxed manner and didn't rush answers". I was very pleased by this comment. Before the interview I felt nervous about the whole experience of trying to extend my answers to ensure that I gave a professional appearance and also to show that I was the right candidate for the job. When I sat through the interview I did remind myself a number of times to remain calm and to relax and not rush my answers. I am glad that this was shown in my performance to the interview.

Question 2- "From my interview how well did my enthusiasm about the job come through in my performance?"

From the interview I felt that I did show a slight bit of enthusiasm but if I had **researched and studied the job role a bit better I reckon** that I could have done better I showing off my enthusiasm to the interviewer overall. The comment that my teacher gave me for enthusiasm was that I did "Very well- you appeared interested and had knowledge about the company and the job role. Came across as self assured". From this comment I felt extremely pleased that I was able to show my interest in the job and to the company as well. **If I had of studied both the company and job role better would mean that I could have maybe done better in showing off my enthusiasm and also knowledge of both the job and company. Making me an ideal candidate for the job itself.**

Question 3- "In the interview how well did I do in selling myself in attempt to get the job?"

My teacher thought that I was "Excellent- came across as a thoughtful caring person who people would want to employ as these would be good attributes for the job". Again I was pleased with this positive personal comment. After the interview I felt that I had a good attempt at trying to sell myself to the interview in order to get the job. In the interview I wanted to come across that I was the right employ for the job and that I also had good attitudes for the job that I apply for. I would say that I would come across as having a thoughtful caring personality. In the interview I am glad that my own personality showed through to the interview and my teacher was able to pick up that I was being myself in the interview situation.

Question 4- "How well did I present my own personal skills and abilities in the interviewer?"

Throughout the interview I thought that I presented my own personal skills and abilities in a well organised professional manner. The feedback that I got back from my teacher was that she thought that I did "Very well- gave lots of examples from your experiences in part-time work and Scouts. Your actual performance also demonstrated you had the necessary skills". I was extremely pleased with this comment that my teacher made from my performance. During the interview I found myself talking about the type of skills and requirements that I needed to use in both my part-time job and also my experience in the Scouts. In my preparation before hand I never thought that I would be talking about these topics and the type of skills and abilities were involved. I began to explain in more detail about my experiences and different situation that I have been put in both in my part-time job and also Scouts. Within the interview I felt that I spoke well and with confidence about my skills and abilities. During the interview I began to realise that the type of skills and abilities that I was talking for example customer service skills and leadership skills, were the type of skills and abilities that were necessary for the job role. Overall I was pleased with my own performance and also that my teacher was able to pick up on me expressing my own personal skills and abilities.

Question 5- "Did I present a good professional appearance throughout the interview?"

For my interview I think that I did present a good professional appearance throughout the interview but could have improved on my dress wear that I wore for the interview. I thought that the dress wear that I wore for my interview seemed plain and dull. For the interview in the end I decided that I would just wear my school trousers and white shirt but seeing that I was in my school trousers and white shirt I didn't feel comfortable or confident in the dress wear that I wore. This means that as a improvement I could wear something that would be more smartly casual instead of deciding to wear my school trousers and white shirt. The feedback that I received from my teacher who was evaluating my performance and appearance during the interview thought that I was "Good- appropriate dress and grooming". This means that during the whole of the interview I felt self-consistence about the type of image that I was displaying to the interview but really other people for example my teacher who was evaluating my performance thought I was appropriately dressed and presented a good professional appearance. From this feedback I can learn to have more self-belief in myself in how I felt visually before an interview and that I don't have to worry about my visual appearance.

Question 6- "From your opinion how well did my body language display my interest for the job?" (Focusing on my posture, attitude and eye contact)-

In the build up to my interview I thought that it would be helpful if I researched a number

of different interview techniques that I could use during my interview. From the research that I found from the internet using the search engine Google, I found that the use of body language is one of the most important interview techniques that a candidate can use in order to express their opinion and feelings to an interviewer. The most helpful piece of information that I learnt while researching interview techniques is that your body language and image equals 70% of the employers' impressions. From my own interview I felt that I did well in ensuring that my body language was positive and also professional towards the interviewer. The feedback that I received from my teacher said that my body language was in a "Good position- used hand but not excessively". She also said that my posture was "Good- head up throughout but relaxed", attitude "Good" and finally that my eye contact was "Maintained throughout but natural- showing interest in the person". The feedback that I received from my teacher shocked me in as to how well I managed to present my body language during the interview. The reason why I seem shocked that I did well is because before the interview I felt nervous in being able to present myself in a confident and professional manner in front of the interviewer seeing that I would say I am not such a confident person. By receiving that feedback I feel pleased with myself as I was able to present good body language during the interview and I feel it has been good practise for the future.

Question 7- "How well do you think I prepared for the interview and how well did it show my knowledge and understanding of the job role?"

As I went into the interview I felt slightly nervous that I was going to struggle in giving the correct answers to the interviewer. I felt slightly apprehensive and thought that I would hesitate and be rushed in the way I answered my questions. In my preparation before hand I did use the internet as research to gain a number of specific and general facts about the TUI Thomson Company. I felt that this did help but before the interview I didn't feel that I knew the facts as well as I could have wanted to. During my interview one of the questions that I was asked by the interviewer was "What do you know about our company?". When I asked this question I felt worried and began to name some of the important facts that I could remember but I felt that I didn't put them into any order, which may have seemed that I made them up from my head. The feedback that I got back from my teacher was very encouraging. From the feedback my teacher had noticed that it was "Obvious in your answers that company and job role had been researched". I believe that prior to the interview if I had learnt and remembered a number of facts about the company and job role that I could have performed even better in front of the interviewer.

Question 8- "Did my tone of voice help encourage the interviewer's opinion about how interested I was in the job of a Holiday Resort Rep?"

The feedback that I received from my teacher was positive. The teacher thought my performance showed that I had "Good communication skills" which were displayed well. During the interview I felt that I made a good attempt in displaying good communication skills to the interviewer even though it felt difficult to me seeing that it felt out of my natural comfort zone. Although from the feedback that I received from my teacher who evaluated my performance, my nervous and lack of confidence must have not been

shown in my performance.

Question 9- "From your opinion how confident do you think I was while answering the interviewer's questions?"

At the beginning of my interview I felt extremely nervous in how I would present myself to the interview and also how I would answer the questions that he would ask me. I am naturally a shy person and usually get embarrassed in speaking in front of people or larger numbers. At the beginning of the interview I felt nervous and embarrassed until after I answered the first question that had been asked then after that I began to relax and become more confident in the answers I produced. I did feel at one point that I was just having a conversation with someone instead of an interview. I think this is good as I had relaxed a bit and was able to be more myself. From the viewpoint of my teacher she thought I "appeared relaxed and quietly confident throughout. Good 'meet and greet' and left interview well". This feedback comment was very confidence boosting as I thought the opposite of what she had noticed from my performance. After the interview had finished I did feel more self-confident in myself and felt more relaxed seeing that I felt I came out of the interview knowing it was a success.

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In my interview there was one area where I could vastly improve on which would have made my answers sound better and more understanding. During my interview my teacher noticed that on a couple of occasions I didn't finish my sentences off correctly and instead I used slang to end my sentences. My teacher noticed that on a few of the occasions I used the slang term of "and stuff" to end my sentences to the interviewer. This might give the impression that I have more to say but can't be bothered or can't communicate it but I think it is a bad habit. This is a negative interview technique to use within an interview.

From my interview that was held on the Thursday 1st March a witness statement was filled in by the interviewer himself that confirmed that I had taken part in my interview. In the witness statement there was a place where the careers officer could comment on my performance of my interview. From the comment that he left about my interview he said "Andrew came across very well. He appeared confident and gave some good answers that displayed a lot of attributes that would be applicable for this industry. He seemed interested in the job and asked good questions regarding his future". The feedback that I received from the interviewer was very pleasing and encouraging highlighting a number of my good points that I had within the interview. From the feedback that the interviewer gave me, helped me get a clear overall accurate image of how successful I was within my interview. Overall at the beginning of the interview from the preparing stage I never thought that I would have performed as well as I actually have done in my interview. I am extremely pleased with all the feedback that I received for both teacher and interviewer as well and feel I have gained confidence for the future from it.

Recommendations for my Interview-

From my interview experience I think that I did reasonably well in impressing the interviewer but I feel that there was room for improvement to do even better in an interview situation next time.

The first improvement that I could greatly improve on would be the way I would conduct myself as I enter the interviewing room for the first time to meet the interviewer's. From my own interview experience I realized that I didn't have a good strong confident "meet and greet" with the interviewer. The way that I could improve this would be to enter the room showing confidence from the start and introduce myself first to the interviewer and even ask the interviewer how he or she is. By doing this means that the interviewer would notice from the beginning that I am a confident in myself in speaking out and interested in the job that I have applied for. This would therefore help me maybe become a potential candidate for the job.

My second improvement that I could do to ensure that my interview was successful would be to stop the use of slang words such as "and stuff" at the and end of my sentences. By using slang words can show the interviewer that you don't or can't extend your answers because maybe due to a lack of knowledge about the subject. The way to prevent this from happening would be to make sure that you have researched the company or job role accurately and that you are able to expand on any of the answers that may appear in the interview.

Looking back at my interview I think that I could have improved on the type of clothes that I wore to the interview. For my interview I wore my plain white school shirt and my black school trousers because I thought that this would look presentable and professional for the type of job I was applying for. Seeing that I was applying for a job at one of the largest travel and tourism companies in the world (TUI Thomson) I could have improved on the type of clothes I wore by instead of wearing a plain white shirt I could have wore a smart causal shirt with a tie as well. This would have created a more professional and pleasing appearance.

During my interview I felt that I could have improved on remembering the sufficient key points about the company instead of trying to remember lots of individual statistics. In my preparation for next time in have an interview I could highlight a number of key

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Finally the last improvement that I would have liked to make for my interview would have been to be able to speak more clearly and with slightly more confidence. During the interview I felt that my voice sounded nervous at the beginning and that I spoke a bit quietly although the feedback I received back said I spoke confidently. The way that I could help improve this would be to build on the relaxed feeling that I had during the interview when I was having a conversation with the interviewer. I seemed relaxed and didn't feel the pressure of being in an interview situation. The reason why this is important to improve on is because during the interview I was able to show the interviewer my own personality instead of being someone who it wasn't. Overall this would help me do well in my interview and also show the interviewer if I have the skills and abilities for the job. In future interviews I should incorporate these different techniques into my interview.

Human Resources in Travel and Tourism

In this part of my assignment I will be critically evaluating the Clandeboye Lodge Hotel of their Human Resource management to determine how well they manage a number of important issues that help increase and maintain high standards within the organisation. The type of issues that I will be evaluating would be the way that the Human Resource management department at the Clandeboye Lodge Hotel would manage their training, motivation, performance and the discipline of the staff. These four issues are vitally important to the success internally and externally of the Clandeboye Lodge Hotel. In my evaluation I will now go into detail about each four of these issues (training, motivation, performance and the discipline of the Staff) and also make valid conclusions and recommendations of how the Clandeboye Lodge Hotel can improve their standards.

Training-

In an organisation such as The Clandeboye Lodge Hotel it is important that a number of issues need to be dealt with before and after an employee is brought into the organisation. This is part of the Human Resources managers' job within the Clandeboye Lodge Hotel. The Human Resource manager for the Clandeboye Lodge Hotel is Heather Dunn. One of her jobs as Human Resource manager would be to plan and discuss how they will bring the right type of people into the organisation that have the correct skills and abilities. To be able to bring in the right type of people into an organisation for the Clandeboye Lodge Hotel it is important that Heather Dunn completes a needs analysis on the whole hotel to see if the Clandeboye Lodge Hotel needs to bring in any new staff. Once a needs analysis is completed Heather Dunn (Human Resource Manager) can then being to advertise the job title to the public who may be interested in the job. ✓

The Clandeboye Lodge Hotel advertises their jobs to the public in the local Bangor Spectator newspaper and Job Centre with a list all the necessary requirements needed for the job. The job would usually be advertised to the public for approximately two to three months. The job is also advertised within the hotel as well so that internal staff can apply for the job if the want. This means that the Clandeboye Lodge Hotel will receive people who live in the local area. This method of advertising is only based in one area although if Heather Dunn (Human Resource manager) could have alos used the internet to advertise a employment space within the Clandeboye Lodge Hotel. If the Clandeboye Lodge expanded on their marketing advertisement area further a field would result in a wider range of interested people wanting to apply for the job. Also by doing this would mean that the Clandeboye Lodge Hotel itself will benefit from the amount of interest and why people are wanting to work for this company.

Once the deadline has been reached for the job advert it would be Heather Dunn's (Human Resource Manager) job to shortlist the possible potential candidates that could maybe get the job. It would mean that Heather Dunn (Human Resource Manager) would need to have the skills to be able to select a number of potential possible employee's for the company. Heather Dunn would short list the candidates that meet the criteria of the job advertisement that she would set out. Within the job advertisement Heather Dunn would set criteria that all candidates would need to meet before applying for the job. As Human Resource manager

Heather Dunn would need to have good knowledge and understanding of the legal legislations of the Employment Equality (Age) Regulations 2006. This legal legislation means that she could not leave a candidate just because of their age. If she doesn't get to short list it would mean that time and money for advertising the job would be wasted. Although for the Clandeboye Lodge Hotel Heather Dunn (Human Resource Manager) has the experience and the right decision making skills required to make a judgement of who to bring into the company. After Heather Dunn (Human Resource Manager) would then contact the possible potential candidates by a letter and inform them about a date to come into the hotel itself and have an interview for the job. Heather Dunn the Human Resource manager and the Head manager of the department of where the job is concerned would be involved in as part of the interview. For the interview the candidate would need to have good skills and abilities such as communication skills and also be able to express their own personality to Heather Dunn (Human Resource manager) and the Head manager of the department who they would be working for. Heather Dunn the Human Resource manager would spent time really trying to get to know the candidate within the interview as it is so important to get the right person for the job. After all the interviews have been completed Heather Dunn (Human Resource manager) and the Head manager of the department could come to a discussion and contact the candidate who has the skills to work for the organisation. These methods used by the Human Resource manager and the Head of department in the area where the job concerned is effective in being able to get the best and the most ideal person for the job. The needs analysis that the Heather Dunn (Human Resource manager) uses is probably one of the best techniques to use to see where improvement could be made and to also determine any weaknesses that may be in the organisation. This may mean that Human Resources have to organise source of training for staff. A needs analysis can also identify when the Clandeboye Lodge Hotel will need more staff during the season e.g. for the Christmas period. I think that the Clandeboye Lodge Hotel do this is a very professional and manageable way in making sure they get the correct candidate for the job.

The Human Resource manager appears very aware of the importance of legislation and the implications of getting the wrong person. I think that it is good that they have a Human Resource person dedicated to doing this as she has a lot of expertise and keeps up to date with all issues. This means the hotel is kept right with legislation and employs good staff ensuring a low staff turnover.

Once the job title has been filled by a candidate the Clandeboye Lodge Hotel like most other organisations would hold a staff training day for their new employee's. The staff training day would be an introduction for all the new employee's and is one of the most simplest and effective ways in introducing the new employee's into the work environment. The Clandeboye Lodge Hotel makes them feel welcome and takes the new employee's on a guided tour of the hotel and would guide them to where they would be working. This is a general indication on the first day and the new employees would receive a handbook with all the rules and regulations of the hotel. The staff introduction training day takes place in the individual department of where the new employee has applied for and would be held by the Head department manager along with experienced employee's what would be there to demonstrate how to do the job. For example in the Banqueting Department, Restaurant Department, Bar Department, Housekeeping Department and Reception. From the different Departments of the Hotel the new employee's would receive basic training for the job they applied for. The Clandeboye Lodge Hotel introduce new employee's extremely well from past employee

remarks. From a past experience of an employee who worked at the Clandeboye Lodge Hotel said that "The Clandeboye Lodge are friendly, welcoming and the staff were easy to get along with. They make a good first impression and made the staff introduction training day fun and exciting". From this evidence, it shows that the staff introduction training day in the Clandeboye Lodge Hotel is a success and also enjoyable for the new employee's. It helps to make them feel part of a team which the Clandeboye Lodge Hotel values within their staff. As a result this could be reflected into the type of service and experience that the customer would have whilst being in the Clandeboye Lodge Hotel. At the staff introduction training day the new employee's would receive the necessary uniform required for the job (free of charge) and they would also receive an introduction hand booklet (SEE APPENDIX)with a great range of relevant general information inside and more detailed information about different ways of presenting yourself, maintaining high standards and health and safety regulations. From looking through the introduction hand booklet for the Clandeboye Lodge Hotel there is a lot of attention to detail in how necessary it is to maintain high standards and the different way that you should present yourself. I believe that the Clandeboye Lodge Hotels staff introduction hand booklet has a bit too much information in it for a first time new employee to read but in order to maintain the standards of the hotel it is important to ensure that the internal staff are well training in this type of requirements. It is important that the Clandeboye Lodge Hotel have created an induction hand booklet to set a benchmark of the type of standards that the Clandeboye Lodge Hotel expects from their employee's and to be able to compete with other competitors. I feel the induction booklet makes a major contribution to setting the correct standards.

evidence to support evaluation

induction

evaluation

In the induction hand booklet to help improve training standards in the Clandeboye Lodge Hotel have provided the new employee's with specific information on such important topics as how to provide good customer care to customers at all times, how to be able to know about the Disability Discrimination ACT 1995, Smoking in Public Places Act and Health and Safety Policy for the different aspects of the hotel e.g. how to use the lift equipment, use of chemical in kitchen and housekeeping and also managing risk in the kitchen and servary area. Each employee receives formal training in how to deal with chemicals protective equipment, operating procedures for catering equipment and also important training to deal with emergency procedures for example how to rescue guest trapped in the lift. All these are the type of basic skills that the employees need to learn to be able to present a high standard of service to guests in the Clandeboye Lodge Hotel and most importantly for their own and customers health and safety.

For the Clandeboye Lodge Hotel to advertise and to provide new employees with basic training it can cost the company a great deal of money in investing to ensure that standards are kept. Heather Dunn (Human Resource Manager) would be the person in charge of the finance and looking after the budget in regards to the advertising interviewing, training, and smaller things such as uniform for new employees. The Clandeboye Lodge Hotel would lose £2,000 during the course of advertising and training for new employees on their introduction day within the hotel but it is extremely important to invest in these issues to ensure that the standards of the hotel don't slip and that the customer's expectations are well met. The Clandeboye Lodge Hotel also invests their time and money in sending staff out on courses and also bringing experienced external instructors in their hotel to help train the internal staff. The type of courses that the staff would do would be such courses as wine tasting/pouring, how to use the different computer systems in and around the hotel. The Clandeboye Lodge

external

Hotel now "uses technology in their hotel including hardware, software and services-to help customer resolve their most complicated needs" (Source- www.agilysys.com). This means that the Clandeboye Lodge Hotel would need to invest in expert trained people to come in and train the internal staff in the new technology. Such technology would be used to make reservations at reception and also to be used in the touch screen tills in the hotel as well. The courses are designed to enhance the staff skills/abilities and to also provides them with a greater understanding of how to put their necessary skills into practise. It is important that the internal staff know how to work the modern new system in the hotel and for the Clandeboye Lodge Hotel to be able to bring expertise into their hotel means that the standard of quality and service would be maintained.

use of external agencies

I believe that the training scheme that the Clandeboye Lodge Hotel has in place is extremely effective in getting the correct people for the job and to maintain the standards that have been set. I decided to research a number of reviews about the Clandeboye Lodge Hotel to see if the training methods that they used were useful in promoting good service for cusotmers and therefore a good public image for the company. I used the source www.agilysys.com to gain information from the opinion of the Head Manager of the Clandeboye Lodge Hotel, Pim Dalm about the reason for the Clandeboye Lodge Hotels recent success. Pim Dalm the Head Manager of the Clandeboye Lodge Hotel said "The Clandeboye Lodge Hotel has recently made a substantial capital and training investment, resulting in a classification review by the AA from 3 to 4 stars, with one of the highest merit scores in Northern Ireland".

evaluate evidence & support



Automobile Association 4-star rating / 74% AA Merit Score (Source- www.clandeboylodge.com)

From this source of information that I gathered can shows that the Clandeboye Lodge Hotel has made a good substantial investment into the type of training their staff receive to help maintain their standards in the hotel. The Clandeboye Lodge Hotel making a good investment in training has resulted in the level of standards within the hotel being raised and overall rising the classification level of the Clandeboye Lodge Hotel from a 3 to a 4 star hotel. This also therefore attracts more guests to the hotel because of the rise in standards and also the quality. This rise in classification would indicate that training in the hotel is very effective.

To gain more specific detailed information is used the internet search engine Google to get visitor reviews of the Clandeboye Lodge Hotel so then I could evaluate what the customers feedback about the staff and the type of service they receive from their stay. I used the source http://www.tripadvisor.co.uk/ShowUserReviews-g191277-d266786-r6737199-Clandeboy_Lodge_Hotel-Bangor_County_Down_Northern_Ireland.html to gain the

customers feedback of the Clandeboye Lodge Hotel. From the customer feedback that I researched the results were very pleasing about how the way that the Clandeboye Lodge Hotel managed their staff and the service with most of the customers scoring the level of service from staff, on average 4 out of 5. This is good positive feedback from the customer's viewpoint which allows the Clandeboye Lodge Hotel known that the standard of service that they are providing to the customers is strong but there is still room for improvement. By the Clandeboye Lodge Hotel scoring a high score in the level of service presented by the staff allows the hotel to see how successful and effective their staff training scheme is when they receive strong positive feedback form customers.



eval.

As I continued to look through this source of information I found a customer would thought that the staff and the service of the Clandeboyne Lodge Hotel was extremely poor and only scoring the level of service from the staff a 1 out of 5. The Human Resource manager though did say that they took on board comments by customers so it would appear that they do try to address problems that arise which might mean more staff training. Although most of the customers that visit the Clandeboyne Lodge Hotel remark that the level of service presented by the staff is extremely pleasing there is a few customers' who's needs went meet while they stayed at the hotel. This would mean that the Clandeboyne Lodge Hotel would need to find different alternative ways in trying to impress each customer that spends their stay at the hotel. From one of the reviews that I researched a couple came to the Clandeboyne Lodge Hotel to have their wedding there and were delighted and extremely pleased with the level of service present by the staff of the hotel. The couple who were staying at the Clandeboyne Lodge Hotel commented the staff were "Helpful, friendly and polite and that there was a lot of quality of the hotel and its Customer service levels". This is another piece of evidence that the Clandeboyne Lodge Hotel trains their staff a well in good customer service skills and to also to ensure that the guest feels important during their time at the hotel. Finally the couple commented that "There is no doubt in my mind that the Clandeboyne Lodge Hotel is a really well managed hotel". This is another piece of evidence that shows that the Clandeboyne Lodge Hotel takes pride in looking after their customers with teaching a good standard of customer service to staff using staff training to ensure that the necessary step are taken to maintain standards of the highest courtesy and service towards the customers. Over the past five years the Clandeboyne Lodge Hotel has been presented with a number of awards to show the excellence of standard produced and achieved within the hotel. The type of awards that the Clandeboyne Lodge Hotel has received of training would be the AA Courtesy and Care Award 2002/3 and the British Hospitality Association accreditation for best employment practises. These awards show the determination and the effort that has been put in to the Clandeboyne Lodge Hotel to ensure that their standards remain high for the customer's interest and help confirm that training is very good in the hotel. *eval*

Training Recommendations-

Although the Clandeboyne Lodge Hotel presents a good introduction training scheme for the new employees and existing employees the hotel could make some improvements in order to raise the standards of the hotel even further.

The first type of improvement that the Clandeboyne Lodge Hotel could make to improve their level of training would be to hold more staff training sessions throughout the year to maintain standards in the hotel. This might mean that complaints are non-existent rather than look at training after a complaint. The Clandeboyne Lodge Hotel could hold four or five staff training sessions per year in order to see the progress of their staff and how well they perform in a range of different situations. For example Try out other peoples jobs so they understand how job roles interact These staff training sessions would therefore help develop the skills and abilities of the staff which would hopefully be noticeable to the customers visiting the Clandeboyne Lodge Hotel. If the Clandeboyne Lodge Hotel decides to invest in more staff training days during the year it would help to increase the knowledge and understanding of the staff in how to do their job and how this relates to other jobs and what is expected of them. Also by holding more training schemes with new employees and existing employees could create a better bond and team spirit between the staff. Although the negative aspect of

85

this improvement would be the cost of providing more staff training schemes. The cost of individually training 86 internal staff throughout the hotel would cost the hotel a lot of money finically although in the long haul it could be a good improvement to make.

A second improvement that the Clandeboye Lodge Hotel could make would be to develop more of their senior staff in their interview techniques and make sure that they know the different types of legalisation. For example The Employment Equality (Age) Regulations 2006 and also the Smoking Ban Policy. The Employment Equality (Age) Regulations 2006 is important to know when being in an interview situation. At present this responsibility all rests with the Human Resource manager for which could create difficulites if that person was off for a period of time. If a candidate whose aged 65 is in the interview the senior member of staff would have to give the person the same opportunities as they would for a younger candidate. The staff need to be aware of presenting an equal opportunity to each of their employees. The aim of this policy is to ensure that no job applicant or employee receives less attention from the type of sex, marital status, disability, race, ethnic origin, religious beliefs, age or political opinion. (Source- The main terms and conditions of employment sheet. See Appendix)It is important that the Clandeboye Lodge Hotel ensure that their more senior staff is well trained and managed in these different types of legislation and also know how to give an interview in case the Human Resource manager cannot be there.

*re commendations
included.*

Motivation-

Motivation is one of the most important key issues that an organisation needs to be able to manage in order to achieve a good, strong high level of quality service from the internal staff within the organisation. Motivation can be defined by Professor Herzberg as "People do something because they want to do it and others think of motivation as the desire to achieve a result". By giving the internal staff a goal to aim for and also to ensure that their efforts/ performance don't go unmissed by senior staff would help motivate the staff in wanting to perform well for the organisation they work for. With the Clandeboye Lodge Hotel having a high profile it is vitally important that the internal staff are well motivated so that they are able to present and maintain a high standard of service to the customers at all times. The type of motivation techniques that the Clandeboye Lodge Hotel use are simple but effective in getting the right results from the staff. When trying to motivate the staff it is important to firstly identify the type of techniques that the hotel could introduce that would try and help motivate the staff throughout the hotel in each department. By identifying the type of technique that could help motivate the staff better which would mean that the staff may achieve better and more efficient service to the guests.

The first type of motivational technique that the Clandeboye Lodge Hotel use to try and promote a motivation within the hotel would be by using pay rises and bonuses for the staff. This is a common technique used in most organisations to try and motivate staff to work harder to present a higher standard of service to the guests in the hotel. It is also one of the most effective motivational techniques that is used to help inspire people to work harder from the company and to continue to do well in what they are doing. The Clandeboye Lodge Hotel offers the pay rises and bonus techniques on a yearly basis. Throughout the year they would look at the performance of how well their staff is working and then at the end of the year they would choose the members of staff who would receive a pay rise or bonus from the amount of work they put in to the hotel. The type of bonuses that a member of staff could receive would maybe to offer them a free meal or weekend break for two within the hotel with all expensive paid for. This is a very good motivational technique to have for the staff in the Clandeboye Lodge Hotel.

A second type of motivational technique that the Clandeboye Lodge offer to their staff to keep them motivated is to arrange social events for all the staff members to enjoy. The type of social events that the Clandeboye Lodge Hotel would offer their staff would be staff a weekend break to Newcastle or Portrush for the staff. On the weekend break the Clandeboye Lodge Hotel would organise different team building task and challenges to do to help create a better team spirit. Another type of social event that the Clandeboye Lodge Hotel would provide for their staff would be a staff dinner that would be held once or twice each year within the hotel. The Clandeboye Lodge Hotel arranging social events for their staff help to build relationships and bonds between each member of staff from all the individual departments of the hotel. From using the source (Professor F Herzberg, The Motivation To Work, Wiley International 1959) Professor F Herzberg said that "Motivators have the power to create positive job satisfaction" but with a "Lack of knowledge of motivation can lead to a number of effect". This means that if the Clandeboye Lodge Hotel (the motivators) have the power to create positive job satisfaction they need to think of arrange of different motivational techniques that would be able to get the right results from the staff. Professor F Herzberg also talked about the risk of giving bonuses to staff but said "A reward once given

becomes right" meaning that when once an award is given to the member of staff the member of staff will work harder for the company in order to maybe receive a pay rise or bonus. This also means that the Clandeboye Lodge Hotel would need to manage the type of motivational techniques in a correct manner in order to receive the positive effects of their motivational techniques. Finally to help motivate the staff the Clandeboye Lodge Hotel offers each staff a number of employee benefits that they can use seeing that they are an employee of the hotel. An example of employee benefit would be that they can have 20% discount off total food bill (including beverages) when formally eating in the Lodge Restaurant (Source- The Introduction Handbook). From the Introduction Handbook there are a list of benefits that the staff can use seeing that they are an employee of the Clandeboye Lodge Hotel. Staff benefits are unusually found in most organisations to provide for the staff's basic needs. Helps staff feel priviledged of part of the organisation.

To be able to receive accurate specific information of how well the Clandeboye Lodge Hotel motivates their staff I decided to design a questionnaire that I would ask a former employee of the Clandeboye Lodge Hotel to fill in of how well he thought their motivational techniques were from his experience. I asked the former employee four questions about the type of motivation that the Clandeboye Lodge Hotel presents to their staff. The questions and answers I received were (See Appendix);

Question-

- From working as part of the Clandeboye Lodge Hotel how well do you think from your own experience did they motivate you?

Answer- "They motivated well with pay rises, bonuses and staff days out".

Question-

- Did the Clandeboye Lodge Hotel have any methods of motivating you such as appraisal schemes or any awards give to people if they worked well?

Answer- "Pay rises, bonuses and staff days out".

Question-

- In the Clandeboye Lodge Hotel is there a good strong relationship between all departments of staff? how do they manage this?

Answer- "Yes and no. People do get on with each other but when it is busy people become stressed and edgy".

Question-

- From your experience at the Clandeboye Lodge Hotel set up any special staff days? For example Staff weekends or Staff dinners within the hotel.

Answer- "Staff nights out to bring people closer together".

From the feedback that I gained from my questionnaire there is good evidence of how well the Clandeboye Lodge Hotel's motivational techniques worked for the staff by using the motivation techniques such as pay rises, bonuses and staff social events. From the answers

that I received it showed me that the Clandeboye Lodge Hotel's motivational techniques such as the staff social events (staff nights out) help to bring the internal staff members closer together which means that this motivation technique was a success in the employees eyes. Although when I asked about if "The Clandeboye Lodge Hotel had a strong relationship between all departments and how do they manage this?" the answer I received was quite mixed and unsure if the motivation technique actually helped to build a relationship between each departments. It would seem that staff work well together within individual teams, maybe the teams need to be brought closer together to create a bond. This could be an area where the Clandeboye Lodge Hotel could improve to increase relations between staff.

The Clandeboye Lodge Hotel have received awards from the Bangor Business Awards 2006 which were Best Re-vamped Business Award and Runner-up for People Development Award. These award could have not been awarded if it wasn't for the hard work produced by the staff of the Clandeboye Lodge Hotel and the type of motivation techniques that were put in place to help motivate the staff to do well. This shows that the motivation techniques that the Clandeboye Lodge Hotel has are extremely efficient in getting the best results from the staff of the hotel.

Motivation Recommendations-

To be able to motivate people to maintain standards, the Clandeboye Lodge Hotel need to identify the type of motivation needs that each people has. This would be my first improvement that the Clandeboye Lodge Hotel could use to enhance motivation standards in their staff members. By identifying the type of needs that would motivate their staff would mean that the staff would go the extra distance to achieve their goal. People are motivated in different ways. Some people are motivated by the sense of power, responsibility and control while others are motivated by money. For the people who are motivated by the sense of power, responsibilities and control the Clandeboye Lodge Hotel should give these people responsible jobs to motivate them to perform well every time they work. As time goes on these people would become more reliable and be a great more experienced employee. With the people who are motivated by money it is important that the Clandeboye Lodge Hotel manage this well to ensure that the people would present a high level of service at all times. The negative aspect of this is that people may only do enough to receive a bonus and this therefore gets taken for granted meaning don't present a high level of service to the guests. This is why the Clandeboye Lodge Hotel would need to carefully balance this in order to receive a good level of service from the staff throughout the hotel.

The second improvement that the Clandeboye Lodge Hotel could use to promote motivation with their staff would be to give them good positive verbal feedback on how they have performed. If the Clandeboye Lodge Hotel decided to use this technique of motivating their staff it would help maintain the standards of service by giving the staff a sense of achievement and give them the feeling that they are performing well. This motivational technique would help encourage the staff to work harder and to the best of their ability in order to do well. This motivational technique is simple and easy to apply. The Head's of Departments giving good feedback to their staff means that the staff are more motivated to do well as their efforts are noticed and appreciated by their managers.

A third type of improvement that the Clandeboye Lodge Hotel could make to increase their

motivation techniques to their staff would be to maybe introduce different types of bonuses to the staff. The type of different bonuses that the Clandeboye Lodge Hotel could introduce would be group motivational bonuses. The way that the group motivational bonus would work would be when a group in any department of the hotel works well together and create a good bond between each other and that the standards rise would mean that the group would receive a bonus for working well together. It would need to be something easily measured. This could be observed over a course of time for example a 6 or 8 month period to see if any progress has been made. This therefore would hopefully increase the standards throughout the hotel and made the guest's experience a more enjoyable and pleasing visit.

*values
recommends*

Performance-

Within the Clandeboye Lodge Hotel there are different techniques in place to help them manage the type of performance that they want achieve in their hotel. It is important that the Clandeboye Lodge Hotel have good performance techniques in place in order to maintain the type of standards being produced throughout the hotel in each department so that improvement can be made if necessary. The way that the Clandeboye Lodge Hotel manage this is by having a Performance system which uses a booklet and interviews to identify the type of performance being produced in the hotel. The Performance Appraisal booklet is divided into four sections. These four sections are A- Review of previous key objectives, B- Reviewing of performance C- Training and development needs and D- Agreeing key objectives. The Performance Appraisal booklet would be reviewed by the General Manager (Pim Dalm), and all the each of the Head Managers of each Department e.g. Human Resources (Heather Dunn), Restaurant Manager (Francis Robb) etc. A review of the Performance Appraisal booklet would happen once a year and at the end of the year the Clandeboye Lodge Hotel would see if their previous objectives were met, what needed to be improved on and what could be their new aims and objectives for the on coming year. The way that the aims and objectives are managed within the Clandeboye Lodge Hotel is done by using a hierarchy status. At the top of the hierarchy would be the Head Manager (Pim Dalm), then the Head of each Department and hen finally the full time and part time staff. The aims and objectives are usually set and looked through by the Head Manager (Pim Dalm) on what he would like to achieve within the hotel over the course of the year. Once the aims and objectives are put in place for the hotel the Head Managers would then inform the full time and part time staff of their own departments of what is expected of them. This maybe simple issues such as appearance and ensuring that the uniform is worn correctly at all times. For the Head of Departments the aims and objectives would be more specific. The type of aims and objectives that the Head of Departments would receive would be to do with the financial budget and the standard of performance that is being produced by their staff in their department. It is important that the Clandeboye Lodge Hotel are able to achieve their aims and objective in order to maintain the type of service they provide to their guests.

In the first section of the Performance Appraisal booklet (A- Review of previous key objectives) the Clandeboye Lodge Hotel would review their previous objectives and evaluate how effective and successful they were. This section is split into four categories, Financial Objectives, Customer/ Award related Objectives, Statutory Compliance Objectives and

Organisational Learning and Development Objectives. At the last meeting the Clandeboye Lodge Hotel would set approximately 3-4 key aims and objectives for each category. At the end of the year the Head Manager (Pim Dalm) and the Head's of Departments would meet to discuss to see if their aims and objectives have been met well. If some of the aims and objectives have not been achieved this will mean that the Clandeboye Lodge Hotel would need to discuss ways of improving the issue to ensure that the standards of the hotel don't slip. After identifying the issue that wasn't achieved the Head Manager (Pim Dalm) and the Head's of Departments would need to evaluate and give reasons why this improvement wasn't achieved in their hotel. The Head Manager (Pim Dalm) and the Head's of Departments would use arrange of different methods that would help to improve and correct this problem. Each Head of Department would contribute to each of the four sections (Financial Objectives, Customer/ Award related Objectives, Statutory Compliance Objectives and Organisational Learning and Development Objectives) to help improve the standards within the hotel.

The next section of the Performance Appraisal booklet (B- Reviewing of performance) is more a individual personal performance evaluation sheet based on the performance of a candidate within the hotel. This performance evaluation sheet deals with specific competencies aspects of a candidate and rates them on how well they have done. (See Appendix). The reviewing of performance helps to allow the Head Manager and Head of Department Managers identify a candidates performance levels and the type of standard that they are producing when working within the hotel. If a candidate is not working to the best of their ability then it would be up to the Head of Department to inform the Head Manager and the necessary steps would be taken to improve this problem. This could mean that the candidate may receive more basic training, a caution to improve or even the possibility of losing their job within the hotel. This technique of reviewing the performance of a candidate is monitored over a extend period of time of three months. This type of review of performance sheet would be used for new employees that have just begun working in the Clandeboye Lodge Hotel. I managed to gather some key information from a former employee of the Clandeboye Lodge Hotel to see how this technique actually worked. The former employee said that within your first 3 months as working part of the Clandeboye Lodge Hotel a more experienced member of staff would observe your performance to see how well you were developing. Once the 3 months had pasted the experienced member of staff would report back to either the Head of Department or the Head Manager (Pim Dalm) and inform them about the type of progress they have had, the skills that they have gained and the type of skills that they need to improve on. It would be the Head Manager's (Pim Dalm) decision to provide the candidate with a contract to work in the hotel or to dismiss them because they didn't show any improvement. Although if the candidate needs slight improvement then this means that the Head Manager (Pim Dalm) could introduce more training session so that the candidate could improve on his or her skills.

In the section C- Training and development needs allows the Clandeboye Lodge Hotel determine how successful their introduction training scheme is and what they could develop on. At the start of the year the Head Manager and Head's of Department would meet and discuss the type of training methods they are going to use in order to train their new employees. They need to keep in mind that the type of schemes that they use will need to be effective in getting the right standards of service from the new employees and they also need to consider the financial aspect. The table showed in the Performance Appraisal booklet (See Appendix) allows the Head of Department determine how well the new employee progresses,

how effective the training activity is and helps to identify the type of standard produced. This is a useful source to use to manage the type of training techniques the Clandeboye Lodge Hotel would use for their new staff.

The final section of the Performance Appraisal booklet is the Agreeing of Key Objectives for the next year within the hotel. A meeting would be held within the hotel by the Head Manager (Pim Dalm) and the rest of the Head's of Departments to decide on the type of key objectives that they would like to see being made within the hotel. The group have to come to a group decision on what should be the new aims and objectives for the hotel. When deciding on the type of aims and objectives it is important that should be achievable and ensure that standards of the hotel are maintained for the guests. The four type of categories that they would use in order to come up with new aims and objectives in each department are the Financial Objectives, Customer/ Award related Objectives, Statutory Compliance Objectives and Organisational Learning and Development Objectives. To ensure that the aims and objectives are manageable the Clandeboye Lodge Hotel use the techniques of SMART. The SMART technique is used to determine whether that the aims and objectives of an organisation are easily achievable. The term SMART stands for Specific Measurable, Achievable, Realistic and Time-framed. When deciding on the type of aims and objectives it is important to consider each of these five components. The aims and objectives of the Clandeboye Lodge Hotel needs to be specific in order to maintain the standard that they produce and needs to be measurable to be effective enable to see an improvement. The objectives also need to be achievable, realistic and time-framed so that the objectives can be met on time and within the financial budget of the hotel to ensure that there is a positive standard of quality being presented. An example of a type of objectives that the Clandeboye Lodge Hotel would set in relation to Customer/Award related objectives would be the way that the staff present themselves towards the customer in a well mannered way. The way that the Clandeboye Lodge Hotel then would manage this would be by introducing it into the training sessions. Once the aims and objectives have been made and match the criteria of the SMART technique this means that the Head Manager (Pim Dalm) can give the Head's of Departments their aims and objectives that he wants to see produced during the year. This is a useful and successful technique in dealing with the management of the performance in the Clandeboye Lodge Hotel.

I decided to research a number of reviews to see how well the Clandeboye Lodge Hotel performance was presented to their guest and if the type of techniques that they used were successful in getting the right results. I used the internet search engine google useful in getting a number of reviews of the Clandeboye Lodge Hotel.

The first review that I read was from an English man who came to Northern Ireland and stayed at the Clandeboye Lodge Hotel and also had his wedding reception within the hotel (Source- http://travel.ciao.co.uk/Clandeboy_Lodge_Hotel_Bangor__Review_5610245). The review that this man gave about the Clandeboye Lodge Hotel was extremely positive and pleasing in every aspect of the service of the hotel. In the review the man commented on the Clandeboye Lodge Hotel's AA rating of 4 stars by saying "It is easy to easy why". From this comment I can tell that the man was extremely pleased with the type of standard that was set in the hotel and that the AA 4 star rating was well awarded. He continued to make good complementary comments about the rooms in how they were designed (He remarked on the colours by saying "The contemporary design is a mixture of chocolate browns and creams, and it all looks really

nice and relaxing"), the layout of each room including the Standard, an Executive and the Junior Suite and how well the rooms were maintained. From these comments it shows that the Clandeboye Lodge Hotel would have achieved their objective of providing a good means of accommodation to their guests. By the Clandeboye Lodge Hotel paying attention to detail by the designing and layout of the accommodation can add to the type of experience that the customer had when staying at the Clandeboye Lodge Hotel. The man commented on the type of prices that the Clandeboye Lodge Hotel offers to their guests. This would be under the type of financial objectives that the Clandeboye Lodge Hotel would like to set out to achieve. For example to provide low prices to their guests for food and beverages. The man said that "The Clandeboye Lodge is a quality hotel and this is reflected in the prices!". This comment shows evidence of that the Clandeboye Lodge Hotel have achieved a financial objective that they could have had made at the beginning of the year. Finally the man commented on the number of different facilities that were on offer to the guest e.g. for conferences wireless broadband access, wedding packages and he also commented about how well the staff presented themselves to the guests. He said "The Clandeboye Lodge staff are all helpful and polite. Not one of the people who stayed in the hotel for our wedding has said anything other than good things about their stay and the staff". This means that the type of aims and objectives that the Head Manager (Pim Dalm) and each of the Head's of Departments set out have helped improve standards within the hotel and given their guests a more enjoyable experience with their time spent in the hotel.

From the other reviews that I researched most of them said that the Clandeboye Lodge Hotel's performance and standards that they set were excellent with ratings mostly above 4 out of 5. With guests leaving comments such as "It was excellent accommodation and we were happy with it", "It was extremely comfortable and pleasant in every way" and finally "The Clandeboye Lodge is a modern, very attractively designed country hotel. The rooms are luxurious, the restaurant is very good, the hotel is close to Belfast, the Ulster Folk and Transport Museum, Bangor. It is well-signposted and easy to find". (Source- <http://www.activehotels.com>). The Clandeboye Lodge Hotel has received good positive feedback from guests which means that the standard that they are producing is excellent I feel that the formal process is very good in helping the hotel develop its standards and continually improve its staff and this is backed up by evidence from customers and staff.

Performance Improvements-

The type of improvement that the Clandeboye Lodge Hotel could make to increase their performance appraisal would be to introduce a appraisal scheme for part-time staff within each department of the hotel. With the Clandeboye Lodge Hotel at the current time there is not a present scheme that is used to monitor the progress of the performance appraisal of the part-time staff. The way that this would be managed would be to hold interviews with part-time staff and spend time identifying areas of the where they could improve upon to provide a high standard of service to the guests. This would allow the Human Resource manager to note and begin to review different methods and techniques that could help improve the part-time employees skills and qualities. This means that the Human Resource could arrange specific training schemes that would help to improve a certain area where the part-time employee may lack understanding or knowledge. For example Part-time bar waiter/ waitress could identify that they lack knowledge of the type of wine available within the hotel. The way that this

would be managed would improve the service level for guests.

Another type of improvement that the Clandeboye Lodge Hotel could make to increase their performance appraisal would be to issue the employees of each department with a personal performance sheet prior to the interview with the Human Resource manager to identify the personal qualities that would need improved. This personal performance sheet could be issued one or two weeks prior to the interview so that the employee could identify their own performance and areas of weaknesses where they could improve upon within their department. This allows the employee to identify weaknesses within their own performance and the type of training that they would want to receive in order to help improve their quality of standards within their own department.

Discipline of the Staff-

It is important that staff discipline is well managed in an organisation and that the right measurements are taken to ensure that the employee is dealt with in a fair and correct professional manner. The Clandeboye Lodge Hotel handles their staff discipline extremely well to ensure that the standard that is presented from their staff remains high throughout the whole hotel. At the beginning in the staff training session each new employee would receive a Induction Handbook which has a list of the disciplinary rules inside and the type of measurements that will be taken if a employee misbehaves in the hotel. This is good because everyone is informed of expected behaviour and possible discipline measures right from the start. In the Introduction handbook the Clandeboye Lodge Hotel have set a list of house rules and regulations that if a member of staff broke then they would be placed under the disciplinary procedure. The house rules that the Clandeboye Lodge Hotel have made are;

Smoking, eating and consumption of non-alcoholic beverages is only permitted in the staff room during authorized times,

Hotel telephones should not be used to make or receive personal calls except in cases of emergency. Mobile phones should be switched off when on duty,

Chewing gum is not permitted in guest contact areas,

Patronage of Hotel Facilities, and Socialising with guests on Company's premises is not permitted without the permission by Pim Dalm (Head Manager),

Employees must be left for a period of at least 6 months before frequenting the premises,

Employees must not remove hotel equipment, stock, literature, databases, without authorization from Pim Dalm (Head Manager),

It is forbidden to have alcoholic drinks or to consume them on the Company's premises without the permission of The Deputy Manager or Pim Dalm (Head Manager).

The Clandeboye Lodge Hotel set these house rules and regulations as a mark to ensure the standards of the hotel don't decline and that the staff present them in a good professional manner. If a member of staff goes against the house rules and regulations they will be dealt with in a matter of ways. The first type of discipline warning that the Clandeboye Lodge Hotel would use if a procedure of minor misconduct was committed would be a verbal warning from the Head of that Department. By committing a minor misconduct within the hotel would lead the employee to a interview with the Head of their Department were the employee would get the opportunity to give an explanation for their misconduct. Once the interview has finished and the Head of Department has heard the employees explanation it

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would be the Head of Departments job whether to decide to give the employee a verbal warning for their misconduct. If the Head of Department decides that the employee should get a verbal warning it would be recorded in the employees personal files for a length of 6 months. This is well managed by the Clandeboye Lodge Hotel by keeping detailed records of the type of misconduct that the employee caused as the Head of Department can always refer to the information if the same employee commits another misconduct.

Within the hotel if the same or different type of misconduct is committed by the same employee within the 6 months after receiving a verbal warning previously from the Head of Department would lead to second interview were again the employee can explain themselves for the misconduct they have committed. The same method is used again, the Head of Department would decide whether or not if the employee should receive a first written warning that will be recorded on their personal file for a lengthy of 12 months. If the employee continues to commit the same or different type of misconducts they are given a final written warning were the employee would need to attend a third interview. At this stage of having been given a third warning the interview will be held by the Head of Department, and either the General Manager, Deputy General Manager or the Human Resource Manager. This interview is more serious if the employee commits a third offence. The Clandeboye Lodge Hotel use the same method and allow the employee to explain the reasons for why they commit this misconduct, then the Head of Department along with either the General Manager, Deputy General Manager or the Human Resource Manager would review what should happen to the employee. If the Head of Department and either the General Manager, Deputy General Manager or the Human Resource Manager believe that the employee has committed a third offence they would record this into their personal file that the employee has had a repeat of the misconduct during the last 12 months. In the end the third time the employee has committed a misconduct would mean that they would result in a dismissal.

The second type of discipline warning that the Clandeboye Lodge Hotel would use if a procedure of major misconduct took place in the hotel would be a straight final written warning without any verbal or first written warnings. The same methods are used (Interview with Head of Department either the General Manager, Deputy General Manager or the Human Resource Manager, then they decide upon a decision) if the Heads of Departments and either the General Manager, Deputy General Manager or the Human Resource Manager decide that the employee should receive a final written warning means that the employee becomes dismissal. Again the Clandeboye Lodge Hotel deals with this situation in a very fair and professional manner. If the employee keeps making the same misconduct over and over it is vitally important that the Clandeboye Lodge Hotel step in and fix the problem. The reason why this is important is because if this happens on a daily basis within the hotel around guests it would mean that the Clandeboye Lodge Hotel's image and standards would fall and people would find the place unattractive to go to stay resulting in a decline in business.

There is other disciplinary acts that the Clandeboye Lodge Hotel and other organisation uses. The two other disciplinary acts are Precautionary Suspension and Procedure for Gross Misconduct. Both of these are serious offences that can happen in a hotel. The Precautionary Suspension is when the management team of the hotel (e.g. Head of Department, the General Manager, Deputy General Manager and Human Resource Manager) would investigate the offence that has been carried out by the employee. As the management team are investigating the matter the employee is suspended with pay until the offence is investigated. The

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Procedure for Gross Misconduct act involves an interview with Head of Department either the General Manager, Deputy General Manager or the Human Resource Manager were they can explain themselves for their misconduct. If they come to a decision that the employee was in the wrong then they would be summarily dismissed without notice and without any payment. Again these techniques are used to ensure that the standards of the hotel remain high and that the staff understand what is expected off them when working within the hotel.

The Clandeboye Lodge Hotel have categorised the different types of misconducts (Minor, major and gross) into what would be a breach of the house rules. They are the following;

Minor Misconduct-

Absenteeism, Lateness, Failure to comply with Absence Notification and Certification, Failure to sign in on time sheet/ hand punch, Unauthorised absence, Careless work and poor effort at work, Misuse of telephone, Performance of duties below an acceptable standard.

Major Misconduct-

Dangerous physical horseplay, Smoking in prohibited areas, Ignoring safety/ hygiene/ security rules, Unsatisfactory attitude to other employees, visitors or client's, Neglect causing damage to or loss of Company's, visitors, client's or other employee's property/ equipment/ tools.

Gross Misconduct-

Theft, Physically violent behaviour, Refusal to carry out a reasonable work instruction, Criminal behaviour of any description, no matter how or when committed affecting the employment relationship, Obscene behaviour, Intoxication induced by alcohol or drugs.

The Clandeboye Lodge Hotel would use these different types of misconducts (Minor, major and gross) in order to determine how serious the misconduct was that the employee committed. Again the Clandeboye Lodge Hotel manages this very well to ensure that the standards of the hotel are maintained and good service is presented to the guests. By the presenting good discipline within the staff of the hotel creates a positive good public image from the result of staff presenting themselves in a well mannered.

Improvements for Discipline for the Staff-

As a class we went and visited the Clandeboye Lodge Hotel and arranged an interview with the Human Resource manager (Heather Dunn). During the interview it was very obvious the Human Resource manager knew the procedures to go through which are related to relevant legislation what would happen if she wasn't present and absent from the hotel. The Human Resource manager would have produced a in-home booklet that would explain the type of necessary procedures and contact numbers needed for advice on certain issues that may come up within the hotel. The in-home booklet would be a useful source of information that would could be left for other people at management level to understand and take over if necessary. It would also be necessary that these head of departments would be trained well in case of the absent of the Human Resource manager.

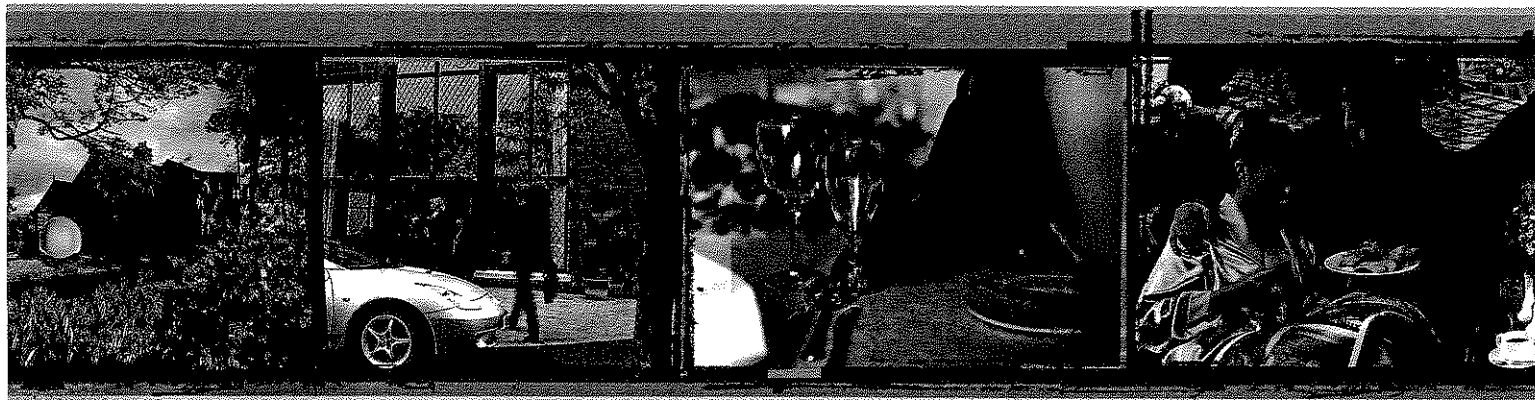
Appendix:

Clandeboyne Lodge Hotel Staff Structure,
Clandeboyne Lodge Hotel Induction Handbook,
Clandeboyne Lodge Hotel Application Form,
Clandeboyne Lodge Hotel's Main Terms and Conditions of
Employment,
Clandeboyne Lodge Hotel's Performance Appraisal

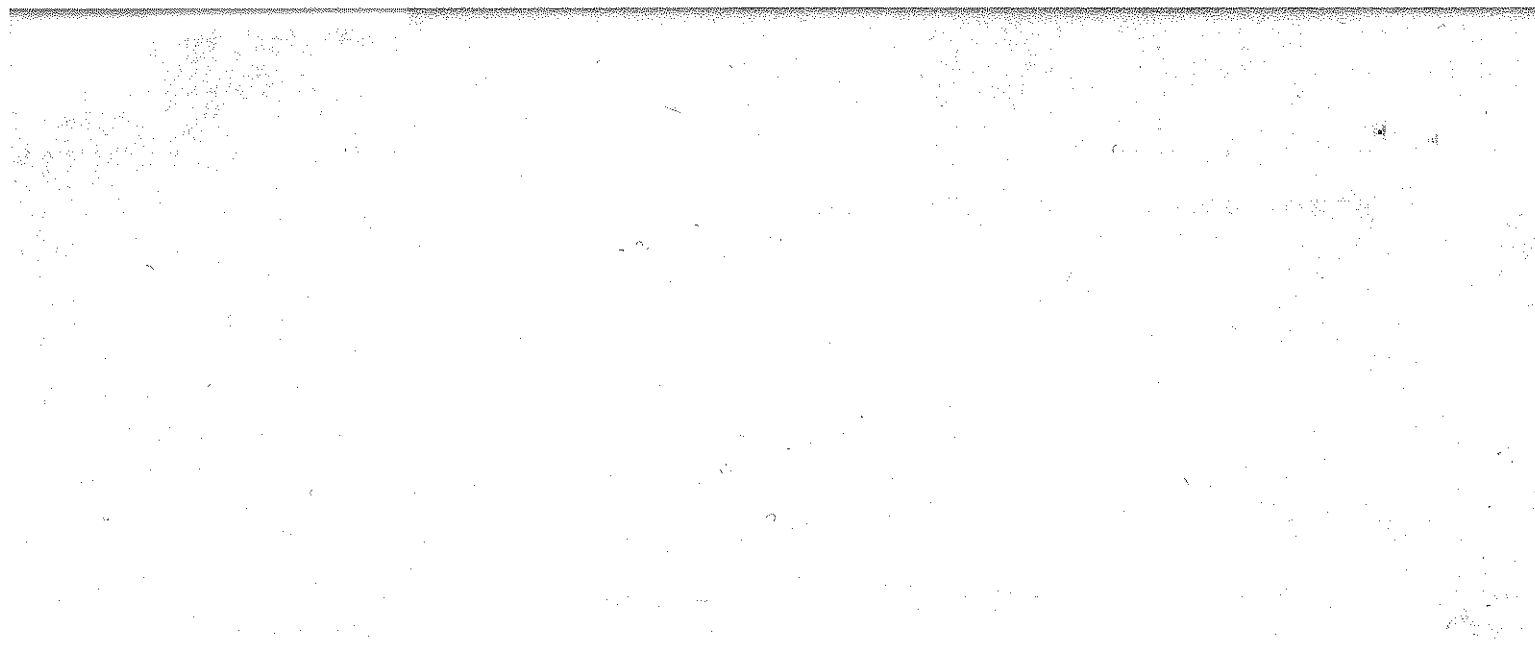
Belfast Zoo Staff Structure,
Belfast City Council Staff Structure,
Belfast Zoo/ Belfast City Council Committee Meeting,

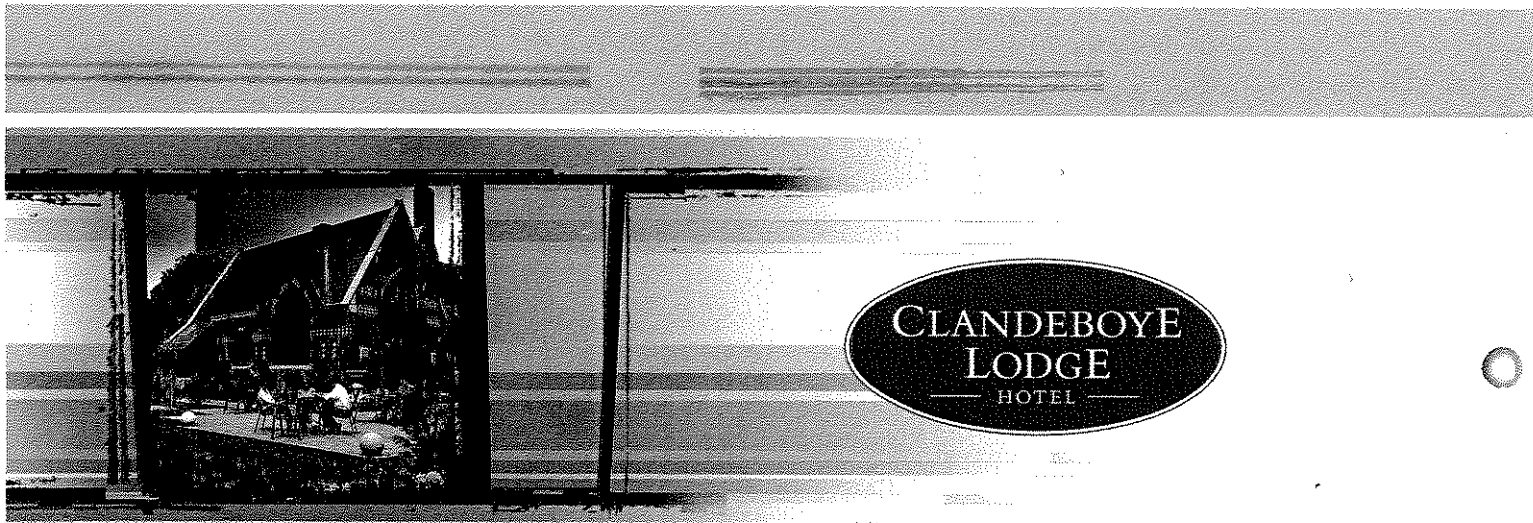
Questionnaire- (Taken by a pass employee on Training,
Motivation, Performance and Staff Discipline),
Motivation in theory,
Clandeboyne Lodge Hotel Selects Visual One Solution from
Agilysys- (www.agilysys.com)

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A R R I V E R E L A X R E T U R N





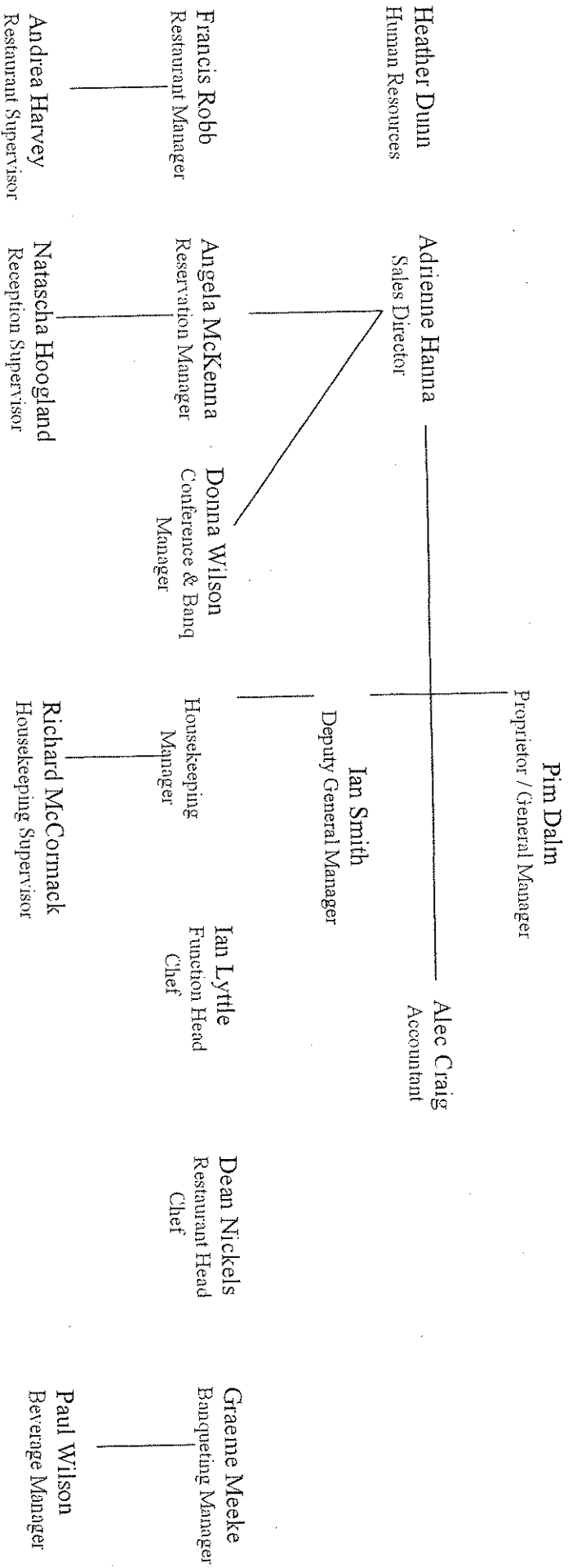
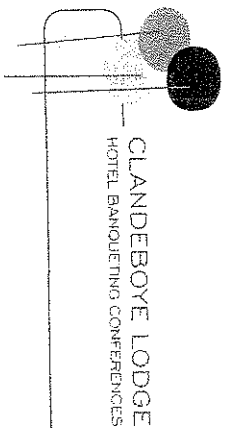
Clandeboyne Lodge Hotel & Banqueting Suites, 10 Estate Road, Clandeboyne, Bangor, Co. Down BT19 1UR Northern Ireland

RESERVATIONS: T. + 44 (0) 2891 852500

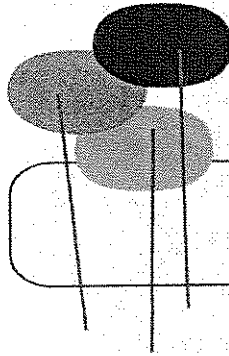
F. + 44 (0) 2891 852772 E. info@clandeboynelodge.com W. www.clandeboynelodge.com

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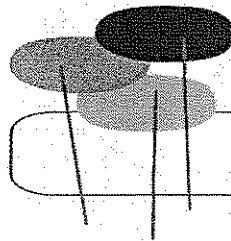


INDUCTION HANDBOOK



CLANDEBOYNE LODGE
HOTEL BANQUETING CONFERENCES





CLANDEBOYE LODGE
HOTEL BANQUETING CONFERENCES

Dear Colleague

I am delighted to welcome you to the Clandeboye Lodge Hotel on your appointment as a member of our team. I am sure we can offer you a splendid opportunity of developing yourself in an absorbing and rewarding career.

The success of the Clandeboye Lodge Hotel depends on all of us maintaining and improving standards of service, knowing that the quality of our service is one thing that can distinguish us from our competitors. Therefore, it is essential that whatever action you take on the Company's behalf, you maintain the highest standard of courtesy and service towards our customers at all times.

Currently in place is a continuous programme of improved facilities and services to guests and staff alike. We believe that by providing the very best service possible we can reach 4 star status by the end of 2006 whilst already being perceived as a quality organisation by employees, customers and suppliers. This obviously requires your total commitment.

I hope, therefore, that you will be happy at the Clandeboye Lodge Hotel and will become as proud as I am of our reputation. We have frequent departmental meetings within the hotel and your ideas as to how improvements can be made for both staff and guests will always be readily received.

This booklet is designed, as a reference guide to help you settle into the hotel; other policies and procedures do exist, please make yourself familiar with these also. They are available from your Head of Department or The Human Resources Manager.

Whether you are actually in contact with our guests or maintain the efficient service behind the scenes, I wish you every success at the Clandeboye Lodge Hotel.

Yours sincerely

Pim Dalm
Proprietor

HOTEL & BANQUETING FACILITIES

The Clandeboye Lodge Hotel is a 4 star, 43-bedroom hotel operation with extensive banqueting and conference facilities, located on the outskirts of Bangor, bordering the Clandeboye Estate. The hotel first opened for business in October 1994 and is privately owned by Directors, Pim Dalm and Peter French.

WHO'S WHO?

Accountant: Alec Craig
Accommodation Services Manager:
Beverage Manager : Paul Wilson
Business Development Manager : Adrienne Hanna
Deputy General Manager: Ian Smith
Events Co-ordinator: Giacaria Giovannoli
Front Office Manager: Angela McClatchey
Head Chef: Martin Wilson
Human Resources Manager: Heather Dunn
Operations Manager: Graeme Meeke
Restaurant Manager: Francis Robb
Sales Manager : Donna Wilson

LOCATION

- ◆ 10 minutes by A2 to Belfast City Airport
- ◆ 15 minutes by A2 to Belfast City Centre
- ◆ 5 minutes to Bangor Marina and Centre
- ◆ Adjacent to Blackwood Golf Centre
- ◆ Surrounded by 9 other golf courses
- ◆ No direct access to public transport

HOTEL FACILITIES

Included in the 43 bedrooms are 2 suites and wheelchair accessible rooms, all of which are equipped with voicemail, trouser press, additional telephone lines, satellite TV, hairdryer and courtesy trays. Within the hotel is a 55-seater restaurant, The Lodge Restaurant, serving breakfast, lunch and dinner. The foyer/lounge area also serves light snacks at lunch and dinnertime and 24 hour room service is also available for guests (limited menu between 10.00pm and 7.00am.) In the summer time, guests have the option of sitting inside or outside in our 20 seater garden patio. A lift and public disabled facilities are also available in the restrooms and the Lodge Restaurant.

CONFERENCE AND BANQUETING FACILITIES

The C&B facilities are located in a separate complex, which contains 4 banqueting suites accommodating from 3 to 300 guests. These suites are called:

The Clandeboye Suite	(maximum seating capacity of 350 guests)
The Viceroy Suite	(maximum seating capacity of 110 guests)
The Blackwood Suite	(maximum seating capacity of 60 guests)
The State Room	(maximum seating capacity of 30 guests)

The extensive gardens surrounding the hotel are also ideal for outdoor pursuits such as clay pigeon shooting, petanque, archery, etc. An extensive car park is also available which is ideal for car launches and product demonstrations.

ACCREDITATION

The hotel has in the past five years been proud to achieve the following accreditation:

78% AA rating (highest in NI for a 3* property)
AA Courtesy & Care Award 2002/3
AA Rosette for quality food and presentation
British Hospitality Association accreditation for best employment practices.
Investors In People Award
Bangor Business Awards Excellence in Tourist Amenities

All of these awards were achieved throughout the dedication of our employees to provide quality product and care to our guests. The company obliges to provide training in the necessary fields to maintain our consistency of service and quality of product.

BUSINESS PROFILE

- ◆ Customer mix for bedrooms consists of corporate, leisure and wedding guest, tour groups and airline crew
- ◆ Customer mix for conference/banqueting facilities consists of conference participants, social and business banquet guests and wedding guests.

KEY OBJECTIVES

- To maximise occupancy, room rate and room yield
- To maximise conference and banqueting sales
- To become the preferred local employer in the Hospitality industry
- To deliver consistent quality interaction between employees, as well as with guests, suppliers and other third parties
- To develop the product in terms of additional banqueting facilities
- To improve the financial position and margin control

COMMUNICATION

Where do I get information from?

- **Heads of Departments** – Information about what is going on in the Hotel on a day to day basis can be obtained from your Head of Department
- **Human Resources Manager** – Info on training opportunities, wages, appraisals, recruitment and other personnel issues can be obtained from HR office on first floor of the Hotel building.
- **Notice Boards** – general info, feedback from guests, Health & Safety, Internal Vacancies, etc. can be obtained from the staff notice boards in back corridors of both buildings.
- **Staff Meetings** – Management Meetings take place on a weekly basis and departmental meetings take place each month to keep you informed of issues in the hotel.
- **Employee Handbook** – Information on general hotel operations, mission and objectives, policies and procedures. Each employee will receive one on start of employment.

CUSTOMER CARE

Stop, and take a look around, the choice in today's consumer world is ever increasing. Today, the difference between being in business or being out of business is simply service.

The Clandeboye Lodge Hotel is in the service business and the success of this hotel depends on all of us maintaining and improving standards of service, knowing that the quality of our service is one thing that can distinguish us from our competitors. It is essential, therefore, that whatever action you take on the Hotel's behalf, you maintain the highest standard of courtesy and service towards our customers at all times.

- Guests are the most important customers in this business – in person, by post or on the telephone. They do not depend on us – we depend on them.
- Guests are not an interruption of our work; they are the purpose of it. We are not doing them a favour by serving them - they are doing us a favour by giving us the opportunity to provide a service for them.
- Guests are not outsiders to our business – they are part of it. They are not cold statistics; they are flesh-and-blood human beings, with feelings, emotions, likes and dislikes.
- Guests are not people to argue or match wits with – nobody ever won an argument with a visitor.
- Guests are people with individual requirements. It is our job to satisfy them – to the profit and pleasure of both.
- Guests are the lifeline of our industry.

The Hotel Industry is all about people, and the relationship between YOU and our guests is crucial to its success.

- Guests appreciate a warm welcome and courteous behaviour. Using the guest's name creates a favourable impression and provides a personal touch.
- Starting a conversation is often difficult for people when they do not know the other person or there is a language barrier. However, guests will certainly appreciate it if you make an effort.
- The use of questions can provide direction and interest in situations such as making conversation, providing information and handling complaints. Successful communication with visitors depends on staff asking the right questions.
- Our attitude towards guests has a major impact on their experience. Courtesy, friendliness, helpfulness, and a smile – these help to provide a warm welcome and to ensure that visitors enjoy their stay.
- Guests need to feel they are important – put their needs first by responding to their presence. Stop what you are doing or the conversation you are having. Put yourself in their shoes.
- Where possible, try to give you customers your undivided attention and anticipate their needs.
- When you work in the hotel industry, you are constantly in the public eye. The guest's impression of the organisation is often based on the impression you create.
- A good telephone manner is an important communication skill for those working in the hotel that have to make or receive calls as part of their jobs. Sound bright and friendly. Try smiling on the telephone- it helps!
- Remember the importance of local knowledge will not only enrich our guests' stay in the region, but may also encourage them to stay longer or return to see more. (There is a wide range of publications to help you provide local information and promote the area.)

DISABILITY DISCRIMINATION ACT 1995

1. INTRODUCTION

The Clondeboy Lodge Hotel has a legal duty under the Disability Discrimination Act 1995 (DDA) to do what it reasonably can to make it's services easier to use by disabled customers. Approximately 1 in 5 people in Northern Ireland have a disability and, taken together with their friends and families, the number of customers affected by a disability is bigger still.

2. MEANING OF "DISABLED"

The DDA protects the rights of a wide range of people with sensory, mental or physical disabilities. The definition of "disability" is broad – "a physical or mental impairment which has a substantial and long-term adverse effect on a person's ability to carry out normal day-to-day activities". This can include –

- People who use wheelchairs
- Blind and partially sighted people
- Deaf and hearing impaired people
- People with arthritis
- People with long-term illnesses
- People with learning disabilities
- People with hidden impairments (such as diabetes or epilepsy)
- People with facial disfigurements

People who have had disabilities in the past are also protected under the DDA. Long-term means at least one year.

3. WHAT IS UNLAWFUL UNDER THE ACT?

It is unlawful to discriminate against a disabled person –

- by refusing to provide any service which it provides to members of the public (*for example, if the Hotel refused to serve a person, just because they were in a wheelchair*)
- in the standard of service which it provides to the disabled person or the manner in which it provides it (*for example, if the Hotel kept the disabled person waiting whilst you served everyone else who had arrived after them*)
- in the terms on which it provides a service to the disabled person (*for example, if the Hotel charged the disabled person more*)

If the Hotel discriminated in this way, the owner and employees would have treated the disabled person "less favourably". They are, however, allowed to provide MORE favourable treatment to a disabled person (for example, by serving them first), provided they are not discriminating against someone else who is protected under other legislation!

4. LESS FAVOURABLE TREATMENT

The best way to illustrate the law is by giving examples.

A party of adults with learning disabilities has exclusively booked the restaurant for a special dinner. The restaurant staff spend most of the evening making fun of the party and provide them with worse service than normal. The fact that there are no other diners in the restaurant that evening does not mean that the disabled people have not been treated less favourably than other people – other diners would not have been treated in this way, and *they have been treated less favourably for a reason related to their disability*.

Spurious reasons cannot be used to refuse service, even if the service provider thinks that serving the disabled person will upset or raise objections from other customers. For example, a disabled person with a learning disability wishes to book a hotel room. *The hotel receptionist pretends that all rooms are taken in order to refuse the booking because of the person's disability. This is likely to be against the law.*

5. MAKING REASONABLE ADJUSTMENTS

The Hotel must make "reasonable adjustments" in –

- changing practices, policies and procedures
- providing auxiliary aids and services
- overcoming physical features

Again, the best way of illustrating what is required is by way of example –

The Hotel amends its "No Dogs" policy to allow entry to service dogs (service dogs include guide dogs and also hearing dogs used by deaf people). This is a reasonable step.

The Hotel provides a number of rooms which are fully accessible to disabled guests. However, the reservation system allocates rooms on a first come, first served basis. The effect is that on some occasions the specially refurbished rooms are allocated to non-disabled guests and late arriving disabled guests cannot be accommodated in those rooms. The Hotel has changed its reservations policy so that the accessible rooms are either reserved for disabled guests in advance or are allocated last. This is likely to be a reasonable step for the Hotel to have taken.

The Hotel has procedures for the evacuation of the building in the event of a fire or emergency. Guests are required to leave the building by designated routes. The Hotel has modified the procedures (with the agreement of the local fire safety officer) to enable guests with mobility or sensory impairments to be evacuated safely. This is likely to be a reasonable step.

The Diplomat Lounge is accessed by one lowered steps. The Hotel has provided a suitably chosen portable ramp with a call alarm for assistance which helps people with a mobility impairment to enter safely. This is an auxiliary aid.

- For people with a hearing disability, auxiliary aids or services which might be reasonable to provide might include one or more of the following – written information; a facility for taking and exchanging notes; induction loop systems; information displayed on a computer; websites; textphones; audio-visual fire-alarms.

The Hotel has fitted an induction loop system at its reception desk which ensures that customers who have reduced hearing and use hearing aids can communicate. This does not help profoundly deaf customers. The hotel has instructed its staff to take time to communicate by using a pen and notepad, and the staff are also trained to speak looking directly at the customer to enable those customers who can lip-read to do so. These are likely to be reasonable steps for the Hotel to have taken.

- For people with a visual impairment, auxiliary aids or services which might be reasonable to provide might include one or more of the following – readers; documents in large or clear print or Braille; spoken announcements or verbal communication; assistance with guiding; touch signs.

The Hotel staff are trained to assist blind or partially sighted customers by reading literature/forms for them. This is likely to be a reasonable step for it to have taken.

The restaurant changes its food menus regularly. For that reason it is not practicable to provide menus in alternative formats, such as Braille. However, staff will read the menu for customers and the restaurant ensures that there is a large print copy available. These are likely to be reasonable steps for the restaurant to have taken.

6. JUSTIFICATION OF LESS FAVOURABLE TREATMENT OR FAILURE TO MAKE REASONABLE ADJUSTMENTS

There are limited circumstances when less favourable treatment or failure to make reasonable adjustments can be justified and they are set out in the Act. In addition, the test is –

1. **What did the service provider believe? (a subjective test) AND**
2. **Was that belief reasonably held? (an objective test)**

If a disabled person can show that they have been treated less favourably than others for a reason related to their disability, it is for the service provider to show that the action was justified. The same goes for failure to make reasonable adjustments.

The justifications are as follows –

- (a) **Health & Safety** – in order not to endanger the health or safety of any person, including the disabled person in question. Health or safety reasons that are based on generalisations and stereotyping of disabled people provide no defence. Fire Regulations should not be used as an excuse to place unnecessary restrictions on wheelchair users based on the assumption that wheelchair users would be an automatic hazard in a fire.

For example, although there are adequate means of escape, an employee turns away a wheelchair user because they assume, without checking, that the disabled person could be in danger in the event of a fire. Although the employee genuinely believes that refusing admission to wheelchair users is necessary in order not to endanger the health or safety of either the disabled person or other guests, the employee has not made enquiries. The employee's belief is therefore unlikely to be reasonably held. In these circumstances, the refusal of admission is unlikely to be justified.

- (b) **Incapacity to contract** – if a disabled person is unable to understand a particular transaction, a service provider may refuse to enter into a contract.

For example, a bar person refuses to sell a drink to a person with a learning disability claiming that the customer does not understand that they are buying alcohol and what its effects are. This is even though their order is clear and the customer can pay. This is unlikely to be justified.

- (c) **Service provider otherwise unable to provide the service to the public** – this is justifiable only if other people would be prevented from using the service at all; it is not enough that they would simply be inconvenienced or delayed.

For example, disabled customers with a speech impairment or a learning disability may have difficulty in explaining what they want. If an employee asks the disabled customer to wait so as not to delay other customers, this is unlikely to be justified.

- (d) **To enable the service provider to provide the service to the disabled person or other members of the public** – provision of an inferior service is only justifiable if the disabled person or others would be prevented from using the service at all; not simply because of other people's preferences or prejudices.

For example, a hotel restricts a wheelchair user's choice of bedrooms to those with level access to the lifts. Those rooms tend to be noisier and have restricted views. The disabled person would otherwise be unable to use the hotel. The restriction is necessary in order to provide the service to the disabled guest and is likely to be justified.

However, a restaurant restricts the tables that a person with a severe facial disfigurement can sit at because other customers have objected to looking at the person. This is unlikely to be justified.

7. VICTIMISATION

Victimisation is also unlawful under the DDA and applies whether or not the person victimised is disabled. The Act says it occurs when the "victim" is treated less favourably than other people in the same circumstances because the victim has –

- brought proceedings under the Act, or
- given evidence or information in connection with such proceedings, or
- done anything else under the Act, or
- alleged someone has contravened the Act

For example, a non-disabled person acts as a witness in a complaint by a disabled person alleging disability discrimination against the Hotel. Later, the Hotel refuses to admit that non-disabled person. This is victimisation and is likely to be unlawful.

8. AIDING UNLAWFUL ACTS

The Act says that a person who knowingly helps someone else to do something made unlawful by the Act is also to be treated as having done the same kind of unlawful act.

For example, a hotel owner instructs an employee not to serve a group of people with learning disabilities. The employee knows that this is likely to be against the law, but feels compelled to comply with the instruction. When the disabled people request service, the employee refuses to serve them. It is likely that the hotel owner is acting unlawfully and the employee may also be liable for aiding the owner's unlawful act.

9. DISABILITY ETIQUETTE & LANGUAGE

As an over-riding general point under the Act – be fair. Treat disabled customers exactly like any other customers. Disabled customers are individuals like anyone else – don't make assumptions about their abilities or their needs, and don't forget that some disabilities are hidden, for example epilepsy and mental illness. The main points to bear in mind are –

- Talk to the disabled person directly if they are with someone; not to the person with them. This also applies to a deaf person accompanied by a sign language interpreter.
- When talking to a deaf person, find out whether they lip-read, in writing if necessary. If they do, make sure your face is in the light, look directly at the person, speak clearly and naturally and remember to keep your hands away from your face.
- When you meet a blind person for the first time, introduce yourself. When you are going to move away, tell them and don't leave them talking to an empty space.
- When you are talking to someone with a speech impediment, concentrate on what is being said, be patient and don't try to guess what they want to say. If you don't understand, don't pretend that you do.
- Be patient – if someone has difficulty understanding you, perhaps because they have a learning disability, be patient and be prepared to explain something more than once and concentrate on using simple language.
- When talking to a wheelchair user, try to ensure that your eyes are at the same level as theirs, perhaps by sitting down. Don't lean on the wheelchair – it is part of the user's personal space.
- Avoid asking personal questions about a person's disability, such as "Were you born like that?" but you could ask "Does your disability affect your ability to use our service?"

- Avoid staring – if someone looks “different”, concentrate on what they are saying, not on the way they look.
- If you are talking to an adult, treat them like an adult.
- Offer assistance if someone looks as if they need it, but wait for them to accept before you help.
- When guiding a blind person, do not push or pull them. Ask if they would like hold of your arm. If there are steps, tell them whether the steps go up or down. If there is a door, tell them whether it opens outwards or inwards.
- Remember that guide dogs for blind people, hearing dogs for deaf people and other assistance dogs are working animals, not pets. They should not be fed, patted or distracted when they are working.

Some particular words and phrases offend disabled people because they suggest that the disabled person is dependent or helpless, and other words have become terms of abuse or are used to make fun of disabled people, for example, “cripple” or “retarded”. Some other common words to avoid, with suggested alternatives, are –

DO NOT SAY...	USE INSTEAD...
The disabled	Disabled people / people with disabilities
Suffering from / crippled / afflicted by / a victim of	A person who has / a person with
Deaf and dumb	Deaf without speech
An epileptic	A person with epilepsy
Spastic	A person who has cerebral palsy
Mentally handicapped / subnormal	A person with a learning disability
Confined to a wheelchair / wheelchair bound	Wheelchair user
Mongol / a Down's	A person with Down's Syndrome

Above all, put yourself in the disabled person's place – most of the above is just good manners!

10. LIABILITY FOR ACTIONS OF STAFF

Legally, the Hotel is responsible for the actions of its employees. However, in legal proceedings against the Hotel because of the actions of an employee, it is a defence to show that you “took such steps as were reasonably practicable” to prevent such actions. Such steps would include the following –

- Establishing a positive policy on the provision of services to ensure the inclusion of disabled people and communicating it to all staff
- Informing all employees that it is unlawful to discriminate against disabled people
- Training employees to understand the Hotel's policy towards disabled people, their legal obligations and the duty of reasonable adjustments
- Monitoring the implementation and effectiveness of such a policy
- Providing disability awareness and disability etiquette training for all employees
- Addressing acts of disability discrimination by employees as part of disciplinary rules and procedures
- Having a customer complaints procedure which is easy for disabled people to use
- Consulting with disabled customers, employees and disability organisations about the accessibility of your services
- Regularly reviewing whether your services are accessible to disabled people
- Regularly reviewing the effectiveness of reasonable adjustments made for disabled people and acting on the findings of those reviews
- Providing regular training to employees which is relevant to the adjustments to be made
- Carrying out an access audit and acting on the results

10. DISPUTES UNDER THE ACT

A person who believes that the Hotel has unlawfully discriminated against them may bring civil proceedings in the county court for compensation for any financial loss, including injury to feelings. Court action must be brought within 6 months of the alleged discrimination. The Equality Commission has statutory powers to assist and support disabled litigants under the Act and it can also arrange for independent conciliation to try to settle the dispute without recourse to court.

14. CONCLUSION

- In principle, and as far as possible, disabled customers should be able to obtain goods and receive services in just the same way as other customers who are not disabled.

Motivation

EMPLOYEE BENEFITS

- Opportunity to be recognised as 'Employee of the Quarter' and receive a certificate, a voucher to the value of £100 and a framed photograph to be displayed at reception.
- Frequent staff social events and team building events organised (quarterly basis)
- Choice of staff meals provided free of charge
- Provision of staff uniforms
- Complimentary taxi for staff starting shift before 7.00am. £1.50 contribution if finishing shift after 11.00pm (conditions apply)
- 20% discount off total food bill (including beverages) when formally eating in the Lodge Restaurant. Approval must be gained by General Manager.
- If required to work public holidays which are recognised by the Company, payment will be made at double the hourly rate and equivalent time off in lieu
- Opportunity to work for a reputable hotel that has gained numerous prestigious awards
- Opportunity to work for a company who have achieved Investors in People recognition and SME Business Excellence recognition
- Opportunity to participate in training and development programs both within the hotel and through external training
- Opportunity for career development, promotion and movement within the hotel
- Opportunity to actively participate in operational aspects of the hotel

HOLIDAY PROCEDURES

Full time staff will be entitled to 4 weeks annual holiday with pay subject to the provisions set out below. Holiday entitlement for part time staff will be calculated on a pro rata basis in relation to days worked. The company also recognises certain customary holidays each year. These are:

- New Year's Day
- 12/13 July
- Christmas Day
- Boxing Day

Due to the nature of the business you will be required to work on some of these days. When you are required to do so, you will be paid at double your basic rate of pay and granted equivalent time off in lieu on a date mutually agreed.

Part time staff will be entitled to those statutory holidays, which fall on one of their normal working days. The holiday year in the company runs from 1st April to 31st March each year. If you are in the service of the company on 1st April in any year you shall be entitled to 4 weeks annual holiday with pay in that year. An employee joining or leaving part way through the year will receive an entitlement calculated on a pro rata basis for every completed month of service.

The person to whom you report must approve all dates for holidays in advance. Holidays will be approved on a first come, first served basis, subject always to operational needs. In your own interest you should not make any holiday bookings until you receive such approval. Advance notice must be given on a Holiday Request Form, which may be obtained from the Human Resources Manager. The notice must be at least twice as long as the holiday being requested i.e. if you wish to take one week off, you must submit your holiday request form at least two weeks before.

All annual holidays must be taken before the end of the holiday year otherwise they will be forfeited.

On termination you shall be entitled to annual holiday, or pay in lieu thereof, based on the number of months worked in that year less any holiday already taken. Where holidays have been taken in excess of accrued entitlement at the date of termination such excess shall be deducted from moneys due. During holidays those with entitlement to holiday pay will be paid at their basic rate of pay.

Sickness Absence and Notification Procedure

Clandeboyne Lodge aims to secure the attendance of all employees throughout the working week. However, it recognises that a certain level of absence may be necessary due to sickness or domestic crisis. It is the Company's policy to offer security of employment during such periods, subject to operational requirements.

Statutory Sick Pay:

5.1 Statutory Sick Pay (SSP) is payable to employees for up to twenty-eight weeks of sickness absence, subject to the rules of the Scheme being satisfied.

- 5.2 For SSP purposes, Qualifying Days are the days on which you are normally required to work (the first three qualifying days in any period of entitlement are classed as "waiting days" and do not qualify for SSP). In this company, Qualifying Days are Monday – Friday.
- 5.3 If you are absent from work due to illness or injury, you shall be paid SSP provided you meet the qualifying conditions; and providing that the requirements for notifying the Company and supplying evidence of incapacity as set out in the following regulations are complied with.

Notification

- 5.4 If you are absent from work due to illness, or any other reason, you must ensure that your Head of Department/ Supervisor is advised of the nature and expected duration of the absence. This must be done at least 2 hours before the start of your shift. The onus is on you to keep the Company informed regarding your absence and its duration, and any extension of your absence beyond the last notified date for return must be notified as soon as possible.
- 5.5 If your absence lasts for more than three consecutive calendar days you must complete a self certificate, available from doctors' surgeries, and submit it to your Head of Department as soon afterwards as is reasonably practicable.
- 5.6 If your absence extends beyond seven calendar days you must notify the Company on the eighth day of absence.

Evidence of Incapacity

- 5.7 If you are ill and your absence extends beyond three working days you must present as stated above to the Head of Department/ HR Manager a completed DSS self certification form. This form is available from Doctors' surgeries and should arrive with the Company on the fourth but no later than the eighth day of absence.
- 5.8 If your absence extends beyond seven consecutive calendar days you must also submit to the company a National Insurance Medical Certificate covering absence from the eighth day. This certificate, which can be obtained from your doctor, should be forwarded to the Company as soon as possible after the eighth day of absence.
- 5.9 Continued absence must be supported unbroken by further such certificates until you are signed off as fit for, and return to, work. If you are absent from work for a period of 3 weeks, you will be called to attend a meeting with the HR Manager. If you are off for a further 2 weeks after the meeting with HR, you will be required to produce a written medical report from your doctor stating the exact cause of your illness, an assessment of your capability and an estimation of the length of time you will be off work. This continued absence must also be covered by further medical certificates on a regular basis. It is the right of the employer to seek, in the case of unacceptable absence or incapacity, medical reports to determine continuing suitability for employment.
- 5.10 It should be noted that any delay in forwarding either the self-certification form or a National Medical Certificate may result in non-payment of any SSP due.
- 5.11 Upon return to work all employees will undertake an interview with their line manager in relation to their absence.
- 5.12 Any employee who fails to comply with notification or certification procedures or who otherwise abuses the Company's rules on sickness absence will be dealt with under the Company's disciplinary procedure. It should be noted that an employee who makes a false claim for SSP is committing an act of Fraud, which constitutes Gross Misconduct and, as such, renders the employee liable for summary dismissal, ie. Dismissal without notice or pay in lieu of notice.

CASH HANDLING PROCEDURES

Objective

Much of our business involves customers paying for their Hotel and Restaurant services in cash. If you are involved in cash handling, this is an extremely important position, and carries with it a heavy burden of responsibility to discharge your role efficiently, honestly and accurately. The following rules must be observed, and you should not undertake cash handling as part of your position if you are not completely conversant with them. If you are in doubt, please consult your Supervisor.

The Till

- Do not use the till unless it has a receipt roll and audit roll fitted.
- The till must only be opened for the purpose of a customer transaction.
- Ensure that the till display window is completely visible and not obscured by stock, show cards or stickers
- Ensure that you check your float at the opening and closing of your shift

The Sale

- Every item purchased must be registered individually on the till
- Every item purchased must be rung through the appropriate key
- The amount registered on the till must equal the value of the goods/service purchased.
- Cash received must be placed in the drawer immediately after the customer has received any change due and there should be no queries on the transaction.
- Close the till drawer on completion of transaction

- The customer must be given a receipt for goods purchased.
- If sale is over/under recorded, a written note countersigned by a Manager, giving details should be placed in the drawer.

Cheques

- Cheques should only be accepted from customers whom you know to be authorised or who have a banker's card up to the limit shown by the card.
- When accepting a cheque supported by a guarantee card make sure that:
 - i. The signatures on the cheque and card are the same.
 - ii. The code number is the same on the cheque and card.
 - iii. The card has not date expired.
 - iv. The cheque is correctly completed, (the date should be correct and the amount in words is the same as that in figures)
 - v. You must personally enter the cheque card number on the back of the cheque.
- Cheques must not be accepted for cash without the express permission of Pim Dalm.

Cash must not be removed from the drawer for personal use or unauthorised transactions.

Credit/Charge Cards

Unfortunately there has been a growth in fraud in this area in recent years. Similar checks should be taken as when accepting a cheques guarantee card. This must be cleared through the appropriate security check and the signature and number on card must be verified. If the number or signature do not check out then take as many particulars as possible from the person and decline the transaction, contacting the credit card fraud line – number available.

If you are in any doubt about any matter, you should consult your HOD or The Company Accountant.

DISCRETIONARY TERMS

Personal Property

The Company cannot accept liability for the loss of any personal property left on the Company's premises. It is, therefore, important that you arrange your own insurance for your personal possessions. You should report anything lost or found to your Manager immediately.

Lost Property

Any lost property you find on the Company's premises should be handed immediately to your supervisor or manager.

Energy Conservation

It is in the interest of the Company, The Environment and the employee to ensure that we operate our businesses in the most economic manner by:

- Switching off unnecessary lighting, heating, air-conditioning, ventilation and machinery
- Moving work processes to other periods of the day
- Turning down heating / cooling systems

General Conduct

The Company expects at all times that employees demonstrate a high standard of conduct. You shall not, during your employment with the Company, be engaged in or concerned directly or indirectly with any other business which may either conflict with the company's interests or adversely affect your work. During your period of employment you must not discuss or divulge any confidential company information or material to any unauthorised person.

Changes in Contractual Terms and Conditions

From time to time your main terms and conditions of employment may be subject to change (by mutual consent). Should individual written notification agree any change, this will be confirmed, within one month from the change taking effect.

Rota Arrangements

For operational reasons your rota will be constructed according to the business demands in the Hotel. Your HOD will put this together on a Wednesday for the following week. It is then displayed within your department. If you do not normally work on a Wednesday and would like to know your hours for the following week, you can ring into the Hotel and speak with your HOD.

Requests for day's off/shifts you are unable to work, should be given in writing to your HOD before this as once the rota is compiled changes cannot be made.

If in exceptional circumstances you need to change a shift once the rota is compiled, it is your responsibility to cover your shift or "swap" with another employee and to inform your HOD accordingly.

Breach of the following House Rules and Regulations shall be dealt with under the disciplinary procedure.

- Smoking, eating and consumption of non-alcoholic beverages is only permitted in the staff room during authorized times.
- Hotel telephones should not be used to make or receive personal calls except in cases of emergency. Mobile phones should be switched off when on duty.
- Chewing gum is not permitted in guest contact areas.
- Patronage of Hotel Facilities, and Socialising with guests on the Company's premises is not permitted without prior authorisation by Pim Dalm.
- Employees must be left for a period of at least 6 months before frequenting the premises.
- Employees must not remove hotel equipment, stock, literature, databases, without authorization from Pim Dalm.
- It is forbidden to have alcoholic drinks or to consume them on the Company's premises without the permission of The Deputy Manager or Pim Dalm.

Staff Uniforms

Uniforms must be worn properly with name badges worn on the left hand side at all times, whilst on duty. Non-compliance with the hotel's dress code will result in disciplinary action.

It is your responsibility to keep yourself clean and tidy. Non-compliance with these regulations may result in disciplinary action.

Shoes should be black, low-heeled, closed-toe court shoes. Open sandals, pumps, mules, high-heeled shoes and slippers are not permitted. Brogues, Dr Martens or the equivalent or platform shoes will not be permitted. Employees will be required to provide their own black trousers or skirts. No shorter than knee length. (NO chinos or jeans) Hair must be clean and neat. Long hair must be kept back and off the collar. Clips, hair bands and combs should be black in colour.

White "school" type shirt/Blouse

Make-up should be light and in keeping with the uniform and nail varnish clear. Food handlers are not permitted to wear nail varnish.

With the exception of a watch, engagement or wedding rings and plain sleeper earrings, **NO OTHER JEWELLERY** should be worn. Food handlers must not wear any jewellery other than a watch. Waistcoats/aprons etc should be kept in good repair and freshly laundered.

Meals and Breaks

Meals are provided free of charge if you start on duty either, at or before 6.00pm on an evening shift, and before 11.30am in the morning – in which case they must be ordered before 11.00am on that day. Only those staff that work a shift no less than eight hours are entitled to a staff meal during the course of their working day.

Break times will vary by department and all breaks must be authorized by your Supervisor / Manager. It is recommended that all breaks be not taken, where possible, at the start or end of a period of working time. All breaks are unpaid.

Rest Break Entitlements:

12+ shift	30 minutes + 30 minutes
9 - 12 hour shift (and no less)	30 minutes + 15 minutes (incl. Meal)
6 - 9 hour shift (and no less)	15 minutes + 15 minutes
4 - 6 hour shift (and no less)	15 minutes
Less than 4 hours	No entitlement

Hand Punch Machine

Located behind the hotel reception desk, the Hand-Punch records the shape of the human hand for comparison and identification verification recording time, date and user ID number. This time and attendance data is then collated and used to produce accurate data to calculate your wages. Whether assigned for duty in the hotel or banqueting, you will have to enter your specific payroll number as ID and place your hand on the Hand-Punch plate when starting and finishing each shift. Apart from recording this information, it also ensures your safety in the case of an emergency as it provides a detailed list of all personnel on the premises at the push of a button. Please note it is your responsibility to clock in and out for each shift, as failure to clock in and/or out, will result in only 4 hours on duty being recorded and therefore being paid for that specific shift. No adjustments will be made to your salary for the variance between actual hours worked and this 4 hours.

DISCIPLINARY PROCEDURES

Introduction

Clandebye Lodge aims to ensure that there will be a fair and systematic approach to the enforcement of standards of conduct affecting all grades of employee within the Company. The following procedure identifies the authority of the various levels of management within the Company to bring to a satisfactory conclusion disciplinary action in cases of misconduct, and to ensure that the employee is protected against arbitrary, unjustified or inconsistent disciplinary action.

Procedure for Minor Misconduct:

Verbal Warning

Committing minor misconduct will lead to an interview with your Department Manager. At this interview you will have the opportunity to offer an explanation for your misconduct. If it is decided that an offence has occurred, a verbal warning will be given. It will be recorded and placed on your personnel file for a period of 6 months.

First Written Warning

Committing the same or similar misconduct within 6 months will lead to an interview with your Department Manager. At this interview you will have the opportunity to offer an explanation for your misconduct. If it is decided that an offence has occurred, a first written warning will be given. It will be recorded and placed on your personnel file for a period of 12 months.

Final Written Warning

If the same or similar misconduct is committed within the next 12 months, this will lead to an interview with the Department Manager and/ or the General Manager/ Deputy General Manager/ HR Manager. At this interview you will have the opportunity to offer an explanation for your misconduct. If it is decided that an offence has occurred, a final written warning, which will be recorded on your personnel file, will be issued containing clear notice that a repeat of the misconduct within 12 months will result in dismissal.

Dismissal

If the same or similar misconduct is committed within 12 months from the date of the Final Written Warning, this will lead to an interview with the General Manager/ Deputy General Manager/ HR Manager. At this interview you will have the opportunity to offer an explanation for your misconduct. If it is decided that an offence has occurred you will be dismissed.

Procedure for Major Misconduct

Final Written Warning

Committing major misconduct will lead to an interview with the Department Manager and/ or the General Manager/ Deputy General Manager/ HR Manager. At this interview you will have the opportunity to offer an explanation for your misconduct. If it is decided that an offence has occurred a final written warning, which will be recorded in your personnel file, will be given containing clear notice that a repeat of the misconduct within 12 months will result in dismissal.

Dismissal

If the same or similar misconduct is committed within 12 months from the date of the Final Written Warning, this will lead to an interview with the General Manager/ Deputy General Manager/ HR Manager. At this interview you will have the opportunity to offer an explanation for your misconduct. If it is decided that an offence has occurred you will be dismissed.

Precautionary Suspension

If major or gross misconduct is suspected, management may need time to carry out a full investigation. In such circumstances the Company reserves the right to suspend an employee with pay while the complaint is investigated.

Procedure for Gross Misconduct

Committing gross misconduct will lead to an interview with the General Manager /Deputy General Manager/ HR Manager. At this interview you will have the opportunity to offer an explanation for your misconduct. If it is decided that gross misconduct has occurred you will be summarily dismissed ie. Without notice and without pay in-lieu of notice.

Representation

An employee has the right to be accompanied by a colleague at each stage in the disciplinary and appeals procedure.

Disciplinary Interviews

The appropriate member of management is entitled to be accompanied or deputised at disciplinary interviews by another member of management if so desired.

Disciplinary Warnings

Warnings normally relate to the same or similar misconduct and are not generally transferable between different types of misconduct. Thus warnings for lateness and warnings for careless work are considered to be separate and distinct. Where a number of warnings are called for in respect of different types of misconduct, however, this will entitle management to review the employee's overall suitability for continued employment and, if necessary, to issue a final general warning irrespective of the offence.

All warnings will clearly state the misconduct concerned with details of any relevant facts, times, dates, events and names. They will also clearly indicate what the eventual outcome will be if there is no improvement on the employee's part or a recurrence of the offence takes place. The employee's right of appeal against any disciplinary action at written warning level or above will be stated at the time of the disciplinary discussion and subsequently confirmed in writing.

Once the warnings have lapsed, they are erased from the employee's personnel file.

Appeals Procedure

Where an employee feels that action taken against him/her under this procedure is unjustified or unfair he/she shall have the right of appeal. Any appeal must be made in writing, stating the grounds on which it is made, within 3 working days to the General Manager.

The Company will endeavour, where possible, to ensure an appeal is heard within five working days of receipt of an intention to appeal. If an employee prefers, an appeal can be conducted in writing rather than by interview. The General Manager and/or another member of management not involved in the disciplinary action will conduct appeal hearings. (If practicable)

Any employee who is summarily dismissed and then reinstated after an appeal will receive full pay for the period between the date of the dismissal and the date of his/her return to work. Continuity of employment is unaffected.

The outcome of any appeal hearing will be notified to the employee concerned in writing within three working days of the date of the appeal hearing.

DISCIPLINARY RULES

The Company recognises three types of misconduct - minor, major and gross. The following list shows examples of the type of rules/offences, which the Company has categorised for each of these levels of misconduct. This is not an exhaustive list and management reserves the right to decide how any other misconduct such as breach of the Company's Equal Opportunity Policy, shall be categorised.

- | | | |
|---|-------------------------|--|
| 1 | Minor Misconduct | <ul style="list-style-type: none">- Absenteeism- Lateness- Failure to comply with Absence Notification and Certification- Failure to sign in on time sheets. /hand-punch.- Unauthorised absence- Careless work and poor effort at work- Failure to maintain a tidy and safe working environment- Misuse of telephone- Insubordination- Performance of duties below an acceptable standard |
| 2 | Major Misconduct | <ul style="list-style-type: none">- Dangerous physical horseplay- Neglect causing damage to or loss of Company's, visitor's, client's or other employee's property/equipment/tools- Serious neglect of safety/hygiene/security rules- Smoking in prohibited areas- Wilful or excessive wastage of material- Unsatisfactory attitude to other employees, visitors or clients- Ignoring safety/hygiene/security rules |
| 3 | Gross Misconduct | <ul style="list-style-type: none">- Theft- Physically violent behaviour- Refusal to carry out a reasonable work instruction- Deliberately ignoring safety/hygiene/security rules- Obscene behaviour- Intoxication induced by alcohol or drugs- Fraud- Disclosing confidential information to a third party- Wilful damage to or gross negligence of Company's, visitors, client's or other employee's property/equipment/tools- Undertaking work in competition with own employer- Falsification of records- Dereliction of duty- Criminal behaviour of any description, no matter how or when committed, affecting the employment relationship. |

Note: Offences of harassment or unlawful discrimination against any employee or client of the Company will be considered as a disciplinary offence and will be treated as such under the rules of this policy. Each case will be assessed according to the seriousness of the offence and may result in summary dismissal.

HEALTH, SAFETY & HYGIENE.

Purpose

The Clandeboye Lodge Hotel aims as a business to act as a responsible employer and to comply with statutory health and safety regulations for employees, guests, suppliers and other third parties.

The Company regards professional management of Health and Safety policies as equal to all other aspects of its business activities. The co-operation of all employees is vital for the promotion of health and safety within the company. Staff induction, training, fire evacuation drills and quarterly review of procedures are part of the management disciplines and employment procedures.

The Clandeboye Lodge Hotel intends to comply with all legal statutory requirements:

- To provide and maintain safe working conditions and environment
- To provide training, instruction and supervision
- To provide suitable protective equipment where necessary
- To provide adequate resources

Duties and Responsibilities of Employees:

- To use protective equipment provided
- To adhere to company rules
- To report guest incidents and employee incidents or unsafe conditions to duty manager or receptionist on duty
- To keep fire exits clear at all times
- To take reasonable care of your own health and safety
- To take reasonable care of the health and safety of other employees, customers and other visitors on the Hotel's premises. They may be affected by what you do, or neglect to do at work.

The Company has serious obligations under the Health and Safety at Work Act, so you must take them seriously too; if you commit any serious misconduct or negligence, you may be liable for dismissal.

HEALTH & SAFETY POLICY

The Safety Policy confirms in detail the persons and organisation that control the potential risk associated with the hotel operations. Contractors are to provide inspection certificates for the relevant inspections. Contractors to be members of a registered recognised organisation.

Electrical Equipment

- Employees should report any defective equipment and remove the specific equipment from current use.
- Electrical contractor to carry out quarterly inspections of main electrical boards and sub boards.
- Electrical contractor to carry out portable electrical equipment testing in accordance with the Electricity at Work Regulations (NI) 1990, Reg 4 Act.

Fire Safety Equipment

- Employees should report any defective equipment
- Employees to ensure all fire exits are kept clear
- All relevant Kitchen employees to ensure statutory fire safety appliances are in working order
- All relevant employees to conduct monthly/quarterly fire and evacuation training
- Fire alarm contractor to carry out quarterly inspections of both hotel and banqueting fire alarm systems
- Electrical contractor to carry out quarterly inspections of emergency lighting system
- Fire extinguisher contractor to carry out quarterly inspections of fire extinguisher
- Housekeeping to carry out weekly inspection of emergency call points and ensure all fire notices are displayed at the statutory positions.

Lift Equipment

- Employees should report any defective equipment
- All relevant employees to conduct quarterly training to deal with emergency procedures and how to rescue guests trapped in lift
- Lift contractor to carry out quarterly inspections

Liquefied Petroleum Gas (LPG)

- Employees should report any defective equipment and/or gas leaks
- All relevant employees to be competent in switching off the main gas shut off valves
- Cylinders and relevant catering equipment with flexible supply hoses should be secured to wall with a chain
- Contractors to carry out half yearly inspections of catering equipment
- Propane gas supplier to carry out annual inspection of pipe work, tanks and gas fires.

Draught Beer Kegs, Gas cylinders, and bottle crates/cases

- Employees should report any defective equipment and/or gas leaks
- Gas cylinders should be secured to wall with a chain
- Full kegs should not be stacked but kept on floor level only
- Bottle crates and cases should not be stacked above normal shoulder height

Empty Bottle Skips

- Employees to ensure only empty bottles disposed in skips and not broken glassware, refuse, etc.
- Employees clearing empty bottles skips should wear heavy-duty gloves and ensure all broken glass is disposed at the end of duties.

Yard Maintenance

- Employees to ensure yard is kept clear of debris, broken glass, refuse, foodstuffs, etc.
- Contractor to empty on a quarterly basis the banqueting Kitchen grease trap
- Incinerator to be used for paper, carbon boxes and wood only, and not for plastic and flammable materials and glassware
- Incinerator to be lit with paper only, not with flammable spirits and/or fuels
- Incinerator to be emptied on a weekly basis

Use of Chemicals in Kitchen and Housekeeping

- Employees to receive formal training in dealing with chemicals and protective equipment used
- Suppliers chemical planner charts to be displayed for reference purposes

Managing Risks in Kitchen and Servery Areas

- Do not leave knives in sinks and store knives safely
- Ensure dangerous machines such as slicers, mixers and food processors are securely fixed and adequately guarded
- Employees to receive formal training in operating procedures for catering equipment
- 'Wet floor' signs to be used and any spillage to be cleaned immediately

Managing Risks in Function Suites, Bars & Public Areas

- Do not dispose of broken glass in bottle skips but use litter bins
- 'Wet floor' signs to be used and any spillage to be cleaned immediately for dance floors, wooden/slate floors and public toilets
- Any spillage behind bars and 'back of house' areas to be cleaned up immediately
- Stairwells and public areas to be kept clear of glassware and bottles in case of evacuation and/or falls.

SAFE LIFTING TECHNIQUES

Accidents don't just happen; there is always a reason for them. The most common types of accidents in the hotel are cuts, burns and scalds, falls and muscle strain. We must plan and control everything that is done in the workplace to ensure that these types of accidents do not occur. Lifting and moving loads manually is one of the biggest causes of industrial injury. It is not restricted to the lifting of loads. It also encompasses lowering, pushing, pulling, carrying or moving loads whether by hand or other bodily force.

CONSIDER:

Not only the weight of the load but also it's shape and size
The way the work shall be carried out
The capability of the individual
The working environment and how it might affect the task

REDUCE THE RISK BY:

Breaking down the load into parts
Providing mechanical assistance if necessary
Training in proper lifting techniques

TECHNIQUES FOR SAFE LIFTING

Employees should ask for assistance if they think there is any danger of strain when lifting objects. Always ask for assistance, involving additional manpower or the use of a hoist, which can support the load, or a trolley, which can reduce the effort needed to move the load horizontally. If practical, change the layout of the task, which can reduce the risk of injury, for example, change the flow of materials or products. Use the body more efficiently by holding the load closer to the body. This will reduce the risk of injury. If possible, improve your work routine by reducing the frequency and duration of handling tasks. Can the load be made lighter, smaller and easier to manage and grasp? If possible, improve the work environment by removing space constraints

TRY THESE 6 STEPS:

Always bend your knees and keep your back straight
Secure your grip on the object
Ensure your feet are firmly placed behind the object

Keep your arms in close to your body
Keep your chin tucked in
Lift the object at a rate comfortable for you

BASIC FIRST AID

It is policy of The Clandeboye Lodge Hotel to comply with all Health and Safety (First Aid) Regulations (NI) 1982. First Aid boxes are located in the Hotel Reception and the Banqueting Reception. The Head Housekeeper is responsible for checking and ensuring the First Aid boxes are fully stocked. If you use anything, please inform the Head Housekeeper. The names of the Company's trained First Aiders are displayed at both Receptions and on the staff notice boards. Beside each name is a contact number in the case of an emergency. These employees have undergone training in administering first aid at work and hold current certificates.

WHAT TO DO IN CASE OF AN EMERGENCY:

ASSESS THE SITUATION
DO NOT PUT YOURSELF IN DANGER
MAKE SURE THE AREA IS SAFE
ASSESS THE CASUALTIES
SEND FOR HELP – DO NOT DELAY!!!

REPORTING ACCIDENTS

All accidents, regardless of whether first aid treatment is required, will be investigated and the appropriate action taken to ensure that the causes are eliminated. You must therefore report all occurrences immediately in the Accident Report Book – again regardless of the severity.

The Accident Report books are located in the **Banqueting Reception** and the **Hotel Reception**. Always complete the report book – you have a legal responsibility to do so. This information can help to identify trends and possible areas for improvement in the control.

FOOD HYGIENE POLICY STATEMENT

The Clandeboye Lodge Hotel aims as a business to act as a responsible employer and to comply with statutory food hygiene regulations for employees, guests and suppliers. It is our policy to comply with the Food Safety (General Food Hygiene) Regulations (Northern Ireland) 1995 by carrying out our operation safely and hygienically.

The Clandeboye Lodge Hotel intends to comply with all legal statutory requirements:

- To carry out Hazard Analysis in both Kitchens including quarterly reviews carried out by Head Chef and annual Management reviews of all systems in operation.
- To ensure that all production staff are trained in the operations and maintenance of the company hazard analysis systems by the Head Chef.
- To make sure food is supplied or sold in a hygienic way by conducting annual Supplier Audit.
- To ensure that premises are clean and maintained in good repair through cleaning Rotas and inspections.
- To design and construct premises to permit good hygiene practices
- To provide an adequate supply of potable water.
- To provide suitable controls, such as fly screens and protected storage areas, etc. to protect against pests. To review contracts with relevant pest control agencies in use as required.
- To provide adequate natural and artificial lighting.
- To provide sufficient natural and mechanical ventilation.
- To provide staff lavatories, cleaned on a daily basis, which do not lead directly into food rooms.
- To provide adequate hand washing facilities for all food handlers.
- To provide adequate drainage
- To carry out quarterly basic food hygiene training with relevant certification for all newly recruited food handlers

It is the responsibility of each food handler within the Clandeboye Lodge Hotel:

- To operate within the practices and controls identified by the company relating to Hazard Analysis.
- To ensure that all goods are checked on receipt and all documentation signed and filed
- To ensure food is stored at safe temperatures in line with Food Safety (Temperature Control) Regulations (Northern Ireland) 1995.
- To ensure food is covered / wrapped where necessary
- To ensure raw and cooked foods are separated
- Head Chef to ensure that company's stock rotation system is followed with stock being rotated on a continual basis.
- To ensure all food, which requires temperature control, is handled to a minimum
- To ensure all equipment used is clean prior to use and machines are serviced regularly as instructed by the Head of Department.

- Head Chef to ensure that each member of Kitchen brigade follows the company standards of personal hygiene: Clothing or footwear must never be left in any food storage or preparation area
- Work clothes must always be clean and ironed and sensible work shoes must be worn
- Hands and finger nails must be scrubbed before handling raw or cooked foods and often during work
- Hands, face and arms must be kept clean and hair must be kept tidy and tied back
- Do not chew, sneeze or spit near food, smoke or chew gum or touch your nose or mouth
- Hands must not be washed in a sink used for food preparation
- Jewellery must not be worn except a watch and wedding band
- You must also ensure that premises are hygienic and if not must be reported to Head Chef / Sous Chef immediately.
- To ensure adequate cooking of food by probing all function dishes, roasts, etc. Prior to service as covered by hazard analysis

The Company has serious obligations under food hygiene regulations, so you must take them seriously too; if you commit any serious misconduct or negligence, you may be liable for disciplinary action.

FIRE SAFETY

Every year in the UK around 50 people die and over 2000 are seriously injured because of fire at work. Annual insurance claims of fire damage from businesses are in excess of £1,000 million. Never underestimate the potential of any fire, what may appear to be a small fire can spread rapidly through the building, producing intense heat, smoke and toxic fumes which can kill in minutes. Even if nobody is injured, the extent of fire damage can close a business.

FIRE PREVENTION

1. The only area in which you may smoke is the Staff room in the Hotel. Never smoke near anything flammable and make sure that matches and cigarette ends are always extinguished properly. Never empty ashtrays into waste paper bins.
2. Doors marked 'FIRE EXITS' are there to stop fires spreading, keep them **CLOSED**. They are there for your protection and they must never be wedged open.
3. Keep fire escape routes, corridors and staircases clear of equipment and rubbish at all times.
4. Make sure that any smoke detectors, sprinkler systems are well maintained.
5. Ensure that rubbish and waste paper, etc. is not left lying around. Keep it in the bins that are provided and keep lids on these bins. Dispose of waste regularly
6. Switch off and un-plug any electrical equipment after it has been used. Never abuse electrical equipment. Keep electrical lamps and light bulbs away from consumable (e.g. by not stacking goods too high)
7. Before you finish your duty and are about to leave the hotel,

CHECK:

- That all electrical equipment is off
 - That kitchen appliances have been turned off
 - That all cigarettes are completely extinguished
 - Regularly inspect for and repair any worn or damaged electrical equipment/wiring.
8. Never put items such as books, papers or clothing over heaters or ventilation openings on equipment

DISCOVERING A FIRE

1. Always raise the alarm immediately by smashing the nearest **Fire Alarm Call Point** and call for help – the fire alarm sounds like a continuous buzz and if you hear this you must help to evacuate the building.
2. If possible, close all windows and doors in the area of the fire, as this will prevent it from spreading. Keep fire doors closed and ensure they are not obstructed.
3. Hotel Reception will call each guest bedroom by phone to explain the problem and ask them to evacuate the building by the appropriate exit.
4. Clear the immediate fire area of all guests and other staff. Do not allow people leaving the hotel to use lifts, direct them to the emergency staircases.
5. If you have been trained in fire safety and without taking personal risk, attempt to contain the fire using fire fighting equipment until help arrives – make sure you are aware of where the fire extinguishers are in your department and what type of fire they should/should not be used on. Using the wrong extinguisher can make the fire worse. And remember, never tackle a fire alone!

HOW TO USE A FIRE EXTINGUISHER:

- Hold upright and pull the ring pin on the handle
- From approx. 3 metres back, aim the nozzle at the base of the fire
- Squeeze the lever and sweep from side to side

If you approach a room and can see smoke coming from under the door, there is clearly a fire in that room.

DO NOT ENTER, RAISE THE ALARM AND ALLOW THE FIRE BRIGADE TO DEAL WITH IT.

If you hear the alarm rouse the guests. Leave the premises with your guests by the nearest available exit; please give special help to the elderly or disabled. Remember to close all doors behind you and accompany the guests to the assembly point at the far side of the front car park- a large green sign marks this.

HOTEL RECEPTION

Will have a list of all guests in house to enable us to ensure that all guests are accounted for. All staff should report to your manager in charge and ensure that your name is marked off the 'print out from the hand-punch' machine/Rota

BANQUETING

According to where you are allocated for duties upon arrival for your shift, you are responsible for the guests in that area and you should evacuate in accordance with the following procedures laid down for that area:

Poacher's Arms and Public Toilets

Direct customers out through either of the following 3-fire exits-

1. Main Bar Entrance
2. Main side door
3. Rear door at back of Poachers.

Once all guests have been evacuated you should also check the public toilets in the main foyer. Once this has been done you should close all fire exits and internal doors.

Clandeboyne 3 and Clandeboyne Toilets

In the event of a function taking place in this suite, Clandeboyne 3 bar is in a key position to carry out evacuation procedures. This is due to the close proximity to the 4 fire exits in the suite. Direct the guests to the nearest escape route, ensuring that the toilets are checked. At no time should the guests be directed through the back of house.

Clandeboyne 1 and Back of House

Any persons allocated to this bar are responsible for assisting the main bar (Clandeboyne 3) commences the evacuation procedures. You should direct all customers from the bar and toilets to the nearest escape route. Once the guests have been cleared the back stores and kitchen should be checked for other staff.

Viceroy / Diplomat Lounge and upstairs toilets

Commence evacuating guests to the nearest escape route – either the main stairs to the foyer, the back stairs or the double fire exit between the Diplomat Lounge and the Blackwood Suite. Once these guests have been evacuated you should check the toilets.

Blackwood Suite

Guests attending function in this suite should be directed to either the exit beside the lounge or the back stairs exit. The toilets should also be checked and where possible assist other staff with the evacuation of the other first floor suites. When the Blackwood suite is not in use, it is still to be checked by staff on duty in Viceroy/Diplomat, following correct procedures.

State Room

This suite is normally just checked upon on several occasions and is not permanently manned; therefore it is important that staff working upstairs checks this suite.

All Suites Upon hearing the alarm close and lock cash register and commence evacuation. Once the evacuation has been completed, close (but do not lock) all doors and hand cash till over to the Banqueting Receptionist / Manager on Duty. Leave the premises and do not re-enter until the fire brigade authorises management accordingly.

ALL DEPARTMENTS:

- DO:**
- Know how to find the escape routes provided
 - Know how to operate the fire alarm
 - Know how to use the fire fighting equipment
 - Know how to evacuate guests
- DON'T:**
- Use lifts as a means of escape
 - Shout or run, this tends to cause panic
 - Stop to collect personal belongings

FIRE EXTINGUISHERS

All fire extinguishers in the hotel are silver or red in colour. There are different fire extinguishers, which should be used on different types of fires. Each fire extinguisher is clearly labelled with its contents and which types of fire it

should be used for. All extinguishers should be inspected monthly – the gauge pressure should be at operable range, mass should be above the minimum, the nozzle should be unobstructed and the lock pin and seal should be intact. The extinguisher should be recharged after complete or partial use.

FIRE POLICY

(i) FIRE PREVENTION

Fires can be caused by air, fuel, and heat
Keep rubbish away from work areas
Report any dangerous equipment
Cigarettes – empty ashtrays properly
Keep doors closed

(ii) ON DISCOVERING FIRE

Sound the alarm
Call the fire brigade
Commence evacuation

(iii) SOUNDING THE ALARM

Break Fire Alarm 'Break Glass' panel
Telephone 999 (Fire Brigade)

(iv) ON HEARING THE ALARM

Knock off Gas
Close all windows
Turn off fans
Evacuate public and staff in an orderly manner – try to remain calm – direct customers to nearest exit
Check the toilets
Do not evacuate via Kitchens
Do not use lift (Hotel)
Receptionist / Night Porter should obtain a guest print-out upon hearing the alarm
Bar staff – take till tray with you upon exit
Proceed to Assembly point (Front Car park)
Attempt to establish whether or not people may still be inside and inform the fire brigade
At no time put yourself in danger and do not re-enter the building until safe to do so

(v) FIRE EXTINGUISHERS

RED = WATER (Do not use on an electrical fire)
BLACK = CO2 (Use on an electrical fire – envelopes the flames)
YELLOW = FOAM (Use on fires caused by oil – do not use on electrical fires)
GREEN = DRY POWDER



CLANDEBOYE LODGE
HOTEL BANQUETING CONFERENCES

EMPLOYMENT APPLICATION FORM

(PLEASE USE BLOCK CAPITALS)

POSITION APPLIED FOR: _____

APPLICATION FORM NO: _____

PERSONAL DETAILS

SURNAME:	
FORENAME(S):	
PRESENT ADDRESS:	HOME ADDRESS (if different):
POSTCODE:	
TELEPHONE:	
DATE OF BIRTH:	
NATIONAL INSURANCE NUMBER:	

Have you ever been convicted of a criminal offence other than a spent conviction under the Rehabilitation of Offenders (NI) Order 1978?
(please circle the appropriate response)

YES / NO

HEALTH

Have you had any serious illness / injury / operation in the past 2 years YES / NO

If yes, please describe:

Do you have any other health problems which would affect your performance in this position?

--

EDUCATION (please list any professional qualifications and awarding body)

NAME OF EXAM	DATE	SUBJECT	GRADE

Do you have a Food Hygiene Certificate?

Do you have any special abilities? E.g. Languages?

YES / NO

YES / NO

EMPLOYMENT

Where did you hear of this vacancy?

Are there any restrictions on the hours you would be available to work? *(please note)*

What period of notice would you be required to give to your present employer?

Please give the names and addresses of two referees whom we may contact with your consent.
(One should be a former employer/teacher/lecturer.)

1. _____ 2. _____

Tel: _____ Tel: _____

EMPLOYERS NAME AND ADDRESS	DATES	JOB TITLE AND MAIN DUTIES	REASON FOR LEAVING	SALARY AT TIME OF LEAVING

Additional information relevant to your application

DECLARATION: *I declare that the facts set out in this application are, to the best of my knowledge, true and complete. I understand that knowingly giving false information or suppressing any material fact will lead to disqualification or, if appointed, to dismissal.*

SIGNED: _____ DATE: _____

REFERENCE NUMBER

FAIR EMPLOYMENT DECLARATION
PRIVATE AND CONFIDENTIAL

We are obliged by law to monitor the community affiliation of those who apply to work for us. Please help us to maintain fair employment practices by completing the declaration below. Your response will only be seen by the monitoring officer in the location where you have applied to work.

PLEASE INDICATE THE COMMUNITY TO WHICH YOU BELONG BY TICKING THE APPROPRIATE BOX BELOW:-

I AM FROM A PROTESTANT BACKGROUND

☐

I AM FROM A ROMAN CATHOLIC BACKGROUND

☐

I AM NEITHER FROM A PROTESTANT NOR A ROMAN CATHOLIC BACKGROUND

☐

PLEASE ALSO INDICATE YOUR SEX:-

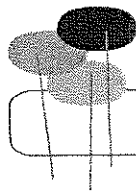
MALE

☐

FEMALE

☐

THANK YOU FOR YOUR CO-OPERATION



CLANDEBOYE LODGE
HOTEL BANQUETING CONFERENCES

EMPLOYMENT APPLICATION FORM

(PLEASE USE BLOCK CAPITALS)

POSITION APPLIED FOR: _____

APPLICATION FORM NO: _____

PERSONAL DETAILS

SURNAME:	
FORENAME(S):	
PRESENT ADDRESS:	HOME ADDRESS (if different):
POSTCODE:	
TELEPHONE:	
DATE OF BIRTH:	
NATIONAL INSURANCE NUMBER:	

Have you ever been convicted of a criminal offence other than a spent conviction under the Rehabilitation of Offenders (NI) Order 1978?
(please circle the appropriate response)

YES / NO

HEALTH

Have you had any serious illness / injury / operation in the past 2 years YES / NO

If yes, please describe:

Do you have any other health problems which would affect your performance in this position?

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Do you have a Food Hygiene Certificate?

YES / NO

Do you have any special abilities? E.g. Languages?

YES / NO

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Where did you hear of this vacancy?

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Please give the names and addresses of two referees whom we may contact with your consent.
(One should be a former employer/teacher/lecturer.)

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Tel: _____ Tel: _____

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I AM FROM A PROTESTANT BACKGROUND

☐

I AM FROM A ROMAN CATHOLIC BACKGROUND

☐

I AM NEITHER FROM A PROTESTANT NOR A ROMAN CATHOLIC BACKGROUND

☐

PLEASE ALSO INDICATE YOUR SEX:-

MALE

☐

FEMALE

☐

THANK YOU FOR YOUR CO-OPERATION

CLANDEBOYE LODGE HOTEL

STRICTLY PRIVATE AND CONFIDENTIAL

NEW START FORM – FORTNIGHTLY / MONTHLY PAID EMPLOYEES

ALL AREAS MUST BE COMPLETED TO AVOID DELAY IN PAYMENT

TITLE: Mr / Miss / Mrs (Delete where appropriate)	SEX: M / F (Delete where appropriate)
Surname:	Marital Status:
Forename:	Date of Birth:
Address:	In the Event of an Emergency: Contact: Relationship: Tel Number:
Post Code:	Student Loan: Yes/No (Delete where appropriate)
Tel number:	Start Date:
Tax Code: P45/ P46 (Delete where appropriate)	Department:
NI NUMBER: / / / /	Signed HOD:
Bank Name: Address:	Account Name : Sort Code:
Post Code:	Account Number:
Tel Number:	Signed Employee:

OFFICE USE ONLY

To be completed by Hotels Fair Employment Monitoring Officer

RELIGIOUS DENOMINATION OF NEW START: P RC O

DEPARTMENT:

REMUNERATION:

PRINCIPAL STATEMENT OF MAIN TERMS AND CONDITIONS OF EMPLOYMENT

In compliance with the Employment Rights (Northern Ireland) Order 1996, this statement sets out certain terms and conditions of your employment contract.

DATE ON WHICH THESE PARTICULARS ARE CURRENT:

1 Name of employer: Country Inns (Ulster) Ltd, trading as The Clandeboye Lodge Hotel

2 Name of employee:

3 Date of commencement of employment:

4 Date of continuous employment:

This date takes account of any period(s) of unbroken service with this employer or an associated employer immediately preceding this employment. Service with any other employer does not count as continuous employment with The Clandeboye Lodge.

5 Job title:

Probation (New Employees):

You will be on probation for a period of 3 months during which time your progress will be monitored. During this period, the Company's normal disciplinary procedure will not apply to your employment. At the end of this period, provided a satisfactory standard is achieved and maintained, your employment will be confirmed. In the event of unsatisfactory progress your employment will not be confirmed and will be terminated either during or at the end of probation.

After probation you will be subject to the company's normal terms and conditions of employment

6 Collective Agreements:

There are no collective agreements which directly affect the terms and conditions of your employment.

7 Place of Work:

Your normal place of work will be the Company's premises at The Clandeboye Lodge, 10 Estate Road, Helens Bay, Co Down. According to the needs of the business you may be required to change your normal place of employment. Any such movement would not necessitate a change of abode.

From time to time, there may be a possible requirement to work outside the UK. If it is for more than one month in duration, special provision will be made to accommodate this.

8 Salary:

Your current rate of pay is £ gross per annum and will be paid monthly by credit transfer to a Bank Account designated by you. Payment will generally be credited to your account on specify day/last working day of each week/month

9 **Pension Scheme:**

There is no provision for an Occupational Pension Scheme relating to your employment and there is no contracting out certificate in force for the employment in respect of which this statement is given. Information regarding Stakeholder Pensions is available from Human Resources.

10 **Hours of Work:**

Your normal hours of work are a 42 hour working week, usually 5 days out of 7. Due to the nature of the business you will be required to work shifts. You will be required to work such hours as are necessary for the proper performance of your responsibilities which may include overtime. Overtime must be authorised by your manager and every effort will be made to give you reasonable notice. Payment for any additional hours worked will be at basic rate or time off in lieu.

11 **Holidays:**

Full time staff will be entitled to 20 days annual holiday subject to the provisions set out below. Holiday entitlement for Part time staff will be calculated on a pro rata basis in relation to days worked:

The company also recognises certain customary holidays each year. These are:

- New Year's Day
- 12/13 July
- Christmas Day
- Boxing Day

Due to the nature of the business you will be required to work on some of these days. When you are required to do so, you will be paid at double your basic rate of pay and granted equivalent time off in lieu on a date mutually agreed.

Part time staff will be entitled to those statutory holidays which fall on one of their normal working days.

The holiday year in the company runs from 1st April to 31st March each year. If you are in the service of the company on 1st April in any year you shall be entitled to 4 weeks annual holiday with pay in that year. An employee joining or leaving part way through the year will receive an entitlement calculated on a pro rata basis for every completed month of service.

All dates for holidays must be approved in advance by the person to whom you report. Holidays will be approved on a first come, first served basis, subject always to operational needs. In your own interest you should not make any holiday bookings until you receive such approval. Advance notice must be given on a Holiday Request Form which may be obtained from the Human Resources Manager. The notice must be at least twice as long as the holiday being requested i.e. if you wish to take one week off, you must submit your holiday request form at least two weeks before.

All annual holidays must be taken before the end of the holiday year otherwise they will be forfeited.

On termination you shall be entitled to annual holiday, or pay in lieu thereof, based on the number of months worked in that year less any holiday already taken. Where holidays have been taken in excess of accrued entitlement at the date of termination such excess shall be deducted from moneys due.

During holidays those with entitlement to holiday pay will be paid at their basic rate of pay.

12 Sickness absence and sick pay:

You will be paid sick pay according to the rules and regulations of the Statutory Sick Pay Scheme (SSP) for a maximum of 28 weeks subject to compliance with the Company's Sickness/Absence Notification Procedure as set out in the employee handbook.

The Company reserves the right to require you to be examined by a Company nominated doctor, as it considers necessary.

Your attention is drawn to the Sickness/Absence Notification Procedure in the employee handbook. It is your responsibility to familiarise yourself with this procedure and to comply with it at all times.

13 Notice Entitlement/Requirement:

You are entitled to receive from the Company

Period of Continuous Service	Notice Entitlement
Less than 1 month continuous service	1 hour
At least 1 month but less than 3 months	1 week
At least 3 months but less than 3 years	2 weeks
At least 3 years but less than 5 years	1 month

After 4 weeks service but less than 3 months, you are required to give the company 1 week's notice of your intention to terminate your employment. After 3 months service, you are required to give the company 2 weeks/ 1 month notice of your intention to terminate your employment. The appropriate monies will be deducted from your final payment if the required notice is not given.

The company reserves the right to require you to remain at home for the notice period, totally at the company's discretion.

The Company reserves the right in the case of gross misconduct to dismiss you summarily ie. without notice or pay in lieu of notice.

14 Compassionate Leave:

In the case of absence due to the death of a close relative (ie. spouse, offspring, parent, sibling, parent-in-law, grandparent) the Company will provide up to 3 days paid compassionate leave, depending on the circumstances. At the discretion of the General Manager, paid or unpaid compassionate leave may also be granted in other circumstances, eg. critical illness of a close family member, etc.

15 Maternity:

The rules and procedures for dealing with maternity and paternal leave and pay are set out in the employee handbook. In addition a copy is held in the Human Resources office, and may be inspected on request.

16 Grievance Procedure:

Should you have any query or complaint regarding your employment or the terms and conditions relating to that employment you should raise the matter with your immediate supervisor/ HR Manager

If you are not satisfied with the reply or do not receive a reply within three working days you may refer the matter to the General Manager (or Deputy).

17 Disciplinary Rules and Procedure:

The disciplinary rules and the procedure for dealing with disciplinary matters are set out in the employee handbook. In addition a copy is held in the Human Resources office, and may be inspected on request. You are required to familiarise yourself with these rules and procedure.

Appeals Procedure:

If you are dissatisfied with any disciplinary decision relating to you and wish to appeal, you should do as indicated in the employee handbook.

18 Restrictive Covenant

You are restricted on termination of employment, without written authority signed by a Director of this company, from disclosing or making use of any information in your knowledge in such a way which could be deemed detrimental to the company. You must return to the Company all property, documents, disks, client information/lists etc. belonging to the Company, or copies thereof.

Any employee wishing to take up a second job during the course of employment with the Company which may conflict with the interests of the Company must receive the approval of the Human Resources Manager in advance.

19 No Smoking Policy:

It is the policy of the Company to adhere to a No Smoking ethos among staff while in public areas. At present the designated smoking area is at the rear of the building. You are expected to comply with this rule at all times and advise visitors. Disciplinary action may be taken if this is not observed.

20 Changes in Terms and Conditions

From time to time your main terms and conditions of employment may be subject to change eg, through legislative changes or Company policy. Should this occur you will be informed within 28 days of the change taking effect by personal written notification. In addition any master documents relating to your terms and conditions will be updated.

21 Equal Opportunities Policy

Clandebye Lodge is an equal opportunity employer. The aim of our policy is to ensure that no job applicant or employee receives less favourable treatment on the grounds of sex, marital status, disability, race, ethnic origin, religious belief, age, sexual persuasion or political opinion, nor should they be disadvantaged by conditions or requirements which are neither justified nor relevant to the job.

Under this policy you have an obligation to ensure that you do not unfairly discriminate against anyone in the course of your work or in representing the Company.

You are expected to familiarise yourself with and abide by this policy, a copy of which is in the employee handbook. Any breach of this policy will be dealt with in accordance with the company's disciplinary procedure.

22 Harassment Policy

Clandeboyne Lodge deplores all forms of harassment/bullying and seeks to ensure that the working environment is sympathetic to all its employees. The policy/procedure in the handbook informs employees of the type of behaviour that is unacceptable and provides employees who are the victims of harassment/bullying with a means of redress. Implementing the policy is the duty of all employees.

You are expected to familiarise yourself with and abide by this policy, a copy of which is in the employee handbook. Any breach of this policy will be dealt with in accordance with the company's disciplinary procedure.

23 Health and Safety Policy

The Company Health and Safety Policy, in the employee handbook, gives general guidance on the company's principles for maintaining a safe working environment. It is a condition of your employment that you fulfil your obligations under the policy and follow the specific health and safety requirements appropriate to your occupation and as directed by the Company.

Your employment with the Company will be in accordance with and subject to the policies and procedures for the time being in force. These policies and procedures are available for inspection in the Human Resources office.

ACKNOWLEDGEMENT OF RECEIPT

Feedback!

I acknowledge receipt of a copy of this Statement, together with the Employee Handbook

I have read and understood this Statement and Employee Handbook.

Signed: _____

Date: _____

Performance

Performance Appraisal

Private and confidential

Employee's Name

Current job title

Manager's Name

Period under review

Time spent in current job

Contents

A Review of previous key objectives

B Review of performance

C Training and development needs

D Agreeing key objectives

A Review of previous key objectives

(not applicable if review is being carried out for the first time)

Financial Objectives <ul style="list-style-type: none"> • • • 	Customer/Award Related Objectives <ul style="list-style-type: none"> • • •
Statutory Compliance Objectives <ul style="list-style-type: none"> • • • 	Organisational Learning and Development Objectives <ul style="list-style-type: none"> • • •

Objectives which have not been achieved are highlighted in yellow.

Explanation for non-completion of objectives by employee

B Review of performance

For each of the following categories, please discuss in response to the self appraisal and tick the standard which relates most closely to the review candidate.

Competencies	Excellent	Good	Needs Improvement	Unsatisfactory
Appearance				
Timekeeping				
Attitude to colleagues				
Attitude to customers				
Teamwork				
Departmental Job Skills				
Customer awareness				
Product knowledge				
Efficiency				
Communication				
Contribution to objectives				
Use of initiative				

PERFORMANCE SUMMARY: Summarise overall performance for the review period from above table.

TO BE MUTUALLY AGREED BETWEEN REVIEWER AND REVIEWEE

Do you have any interests or capabilities which you feel might be better used at present?

c Training and Development Needs

Training Activity	Standard	Measure	Method and Provider	Target Date

Comments



D Agreeing Key objectives

(Remember the SMART test!)



Financial Objectives <ul style="list-style-type: none">•••	Customer/ Award Related Objectives <ul style="list-style-type: none">•••
Statutory Compliance Objectives <ul style="list-style-type: none">•••	Organisational Learning & Development Objectives <ul style="list-style-type: none">•••

How will the achievement of each of the above contribute to the overall company objectives?



Manager's comments

Individual's comments

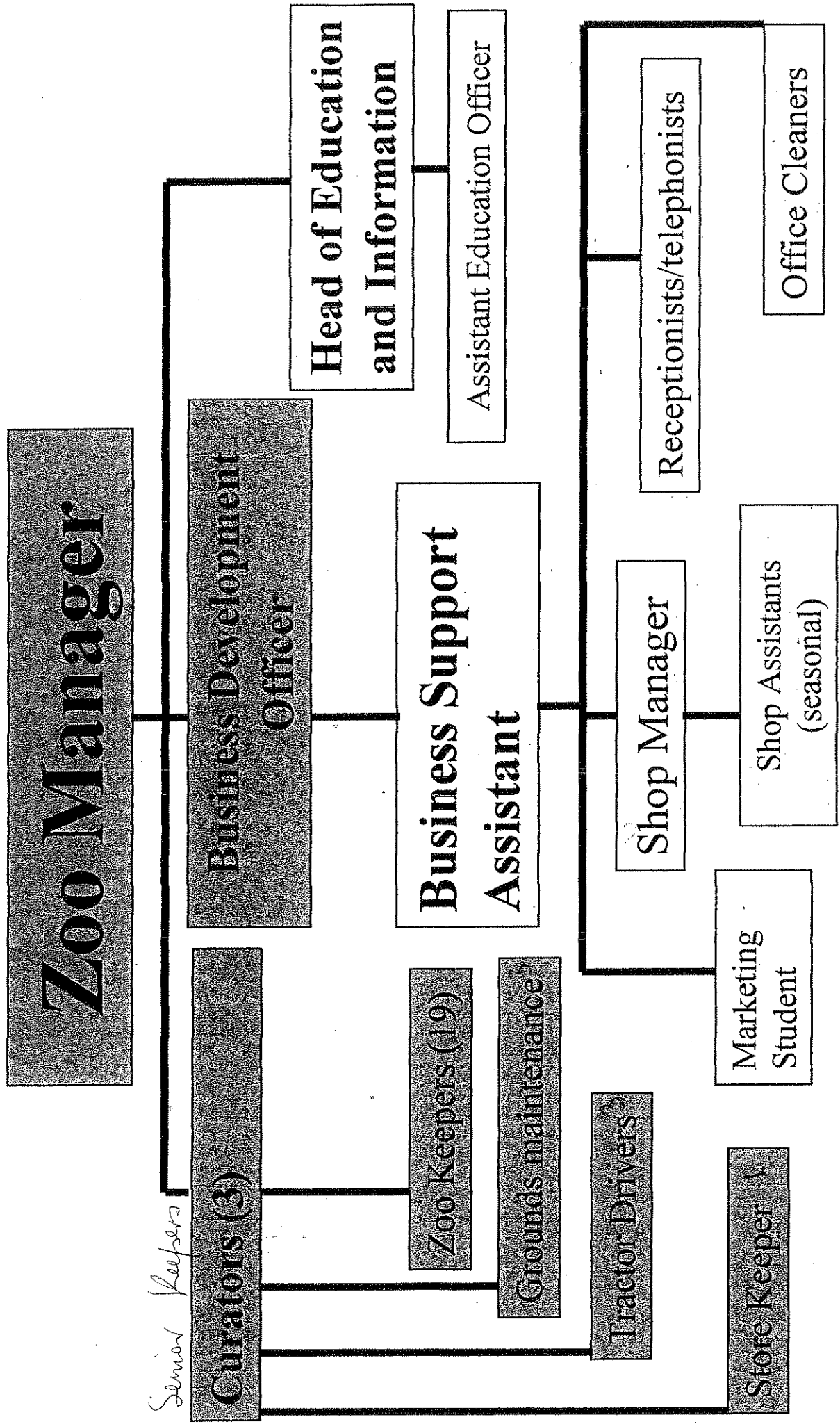
Both signatures & date:

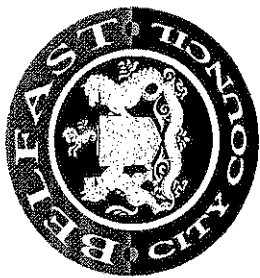


Managing performance

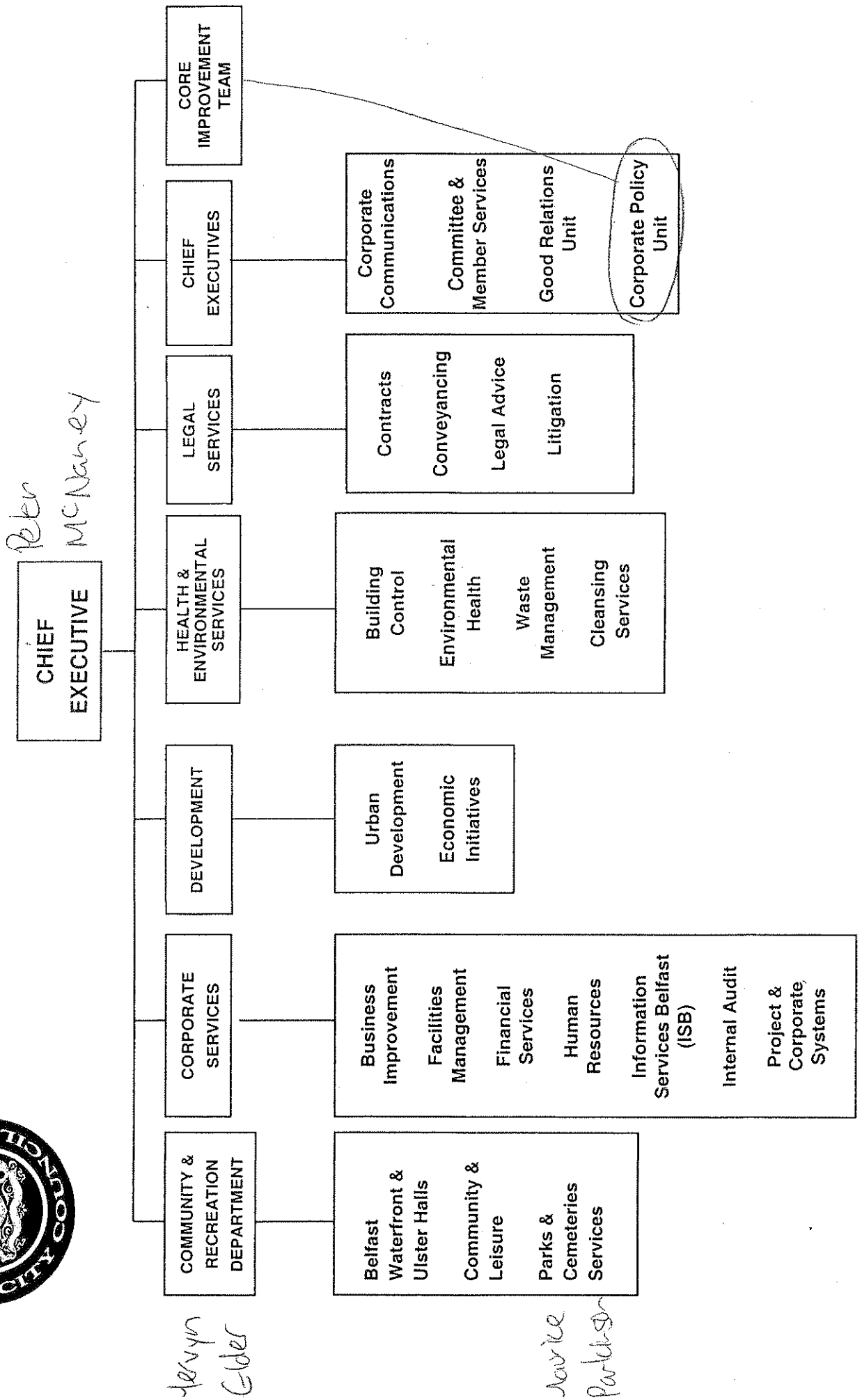


Staffing Structure





Belfast City Council Departments



Client Services Committee

Wednesday, 6th April, 2005

**MEETING OF CLIENT SERVICES
(PARKS AND AMENITIES) SUB-COMMITTEE**

Members present: Councillor Walsh (Chairman);
the High Sheriff (Councillor D. Browne); and
Councillors W. Browne, Crooks, McCann,
McClenaghan, O'Reilly, Rodgers, E. Smyth and
H. Smyth.

In attendance: Mr. M. Parkinson, Head of Parks and Amenities;
Mr. M. Challis, Acting Zoo Manager; and
Mr. J. Heaney, Committee Administrator.

Apologies

Apologies for inability to attend were reported from Councillors Hartley and Long.

Minutes

distance in time • Meeting a Month

The minutes of the meetings of 21st February and 8th March, which had been printed and circulated, were taken as read and signed as correct.

**City of Belfast Playing Fields –
Dunore Pumping Main Replacement**

The Sub-Committee was reminded that, at its meeting on 21st February, it had agreed that Mr. T. Haslett, Director of Development, the Department for Regional Development Water Service, be invited to attend a future meeting in relation to the proposed works at the City of Belfast Playing Fields, the disturbance of the site and the environmental implications arising therefrom.

It was reported that Mr. Haslett, accompanied by Mr. T. Herron, was in attendance and they were admitted to the meeting and welcomed by the Chairman (Councillor Walsh).

Mr. Haslett outlined the strategic importance to the Water Service of the Dunore pumping main and stated that the numerous problems associated with bursts occurring along the existing main had proved to be costly to repair and had caused major disruption to the water supply. Accordingly, the Service had developed a scheme for the replacement of the water main. He highlighted the various technical and economic considerations which had influenced the scheme and informed the Sub-Committee that a consulting engineering company had been engaged to provide technical assistance.

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Parks and Amenities Section Business Plan

The Sub-Committee noted the contents of the Executive Summary of the Parks and Amenities Section's Business Plan for the period from 1st April 2005 until 31st March 2006 which set out the Section's priorities for the year and highlighted the key performance indicators against which performance would be measured. The Sub-Committee noted also that a copy of the Plan would be available on request from the Head of Parks and Amenities.

Parks and Open Spaces Strategy

The Sub-Committee was reminded that, at its meeting on 14th March, it had considered the Draft Strategy on Parks and Open Spaces and agreed that the matter be considered further at its next meeting.

After discussion, during which the Members were advised that the Strategy had been updated further and a number of minor alterations made, the Sub-Committee approved the contents of the Parks and Open Spaces Strategy. The Sub-Committee agreed also that its congratulations be conveyed to all members of staff who had contributed to the production of the Parks and Open Spaces Strategy.

Staffing Structure for Parks and Cemeteries Services

The Sub-Committee deferred consideration of a report in respect of the proposed staffing structures for the new Parks and Cemeteries Section and agreed that a special meeting to consider the matter be held at 4.30 p.m. on 14th April.

Review of Belfast Zoological Gardens

The Sub-Committee considered a report in respect of the Review of the City of Belfast Zoological Gardens. A copy of the report, with the exception of Appendix II referred to therein, is set out hereunder:

"Purpose of Report

To review the Zoo's four key roles, identified as: Conservation, Education, Community and Tourism, and to consider the allocation of resources to better ensure the effective implementation, delivery and achievement of the key roles.

The report will also consider the effective marketing of the Zoo and the Zoo's interaction with visitors, including the Zoo's outreach services for education and community.

Background

The Zoo is a popular visitor attraction in Northern Ireland and consistently performs well against other visitor attractions throughout Northern Ireland. The Zoo is currently ranked #4 by the Northern Ireland Tourist Board for the Top-Ten visitor attractions in Northern Ireland for visitor numbers (2002). Current visitor numbers are approximately 200,000 per annum.

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Highlight anything to do with Staffing

The future role of the Zoo has been the subject of debate at both Committee and Council level in recent years, subsequently a number of reviews have been commissioned. A Best Value Review in 2001 and a Visioning Conference in 2003 are notable events. The Zoo currently operates at a deficit of approximately £1,800,000.00 (including capital charges).

Commission before doing anything

Approach

This report addresses the four key roles of Belfast Zoo, the marketing of the Service and the allocation of resources to better ensure the effective implementation of the four key roles.

In developing the recommendations detailed in this report the current situation was analysed, best practice in other organisations was evaluated, and future requirements were appraised.

Current Position

* Conservation

Belfast Zoo is an active partner in the conservation and preservation of endangered animal species through its participation in, and co-operation with captive breeding programmes for both exotic and indigenous species.

The Zoo is very successful with the breeding of endangered species and has consistently achieved breeding results in excess of 85% over the past two years. The animal collection is dominated by mammals and birds, with the overwhelming majority of an exotic origin. Indigenous species are under-represented as part of the collection.

Belfast Zoo performs a limited role in 'field' conservation, and collaborative scientific research is restricted to the Queen's University of Belfast and Stirling University.

Animal husbandry and welfare is managed to very high standards and subsequently the Zoo is held in very high regard by its peers in the UK and ROI.

* Education

The Education service plays an important role at the Zoo and is presently staffed by two full-time Education Officers. Both Officers currently have sole responsibility for devising, managing, delivering and promoting the education function.

to schools as well!

Staff Structure →

Make comparison

• CHH =
Can work
to get staff
fast

• Bel Zoo =
take ages
to get
staff

Committee of
the Bel
City Council
would be
the interim
Cath + Pro +
M + G on
interim

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Education at the Zoo is currently delivered on both a formal and informal basis. Formal education focuses on delivering a schools' curriculum based programme and informal education is represented by the provision of structured visits for groups, enclosure talks, maintenance of the Zoo website, responsibility for all public signage and the editing of 'Zoo Crack', the Zoo newsletter.

could make one is granted
There is currently no education service offered for the tertiary education sector or programmes made available for adult education. A pre-school education service has limited representation within the Education Department.

The vast majority of educational visits are from the Primary education sector, whilst visits by the Secondary sector remain low. This is reflected in the current Primary : Secondary ratio of 90 : 10.

Community

The Community role of the Zoo has been defined as the organisation's interaction and relationship with key stakeholder groups. Key stakeholder groups have been defined as the Zoo's employees, visitors, interest groups, and Council Ratepayers and Elected Members.

Amount Staff
At present there are 30 permanent members of staff employed by the Client Services Department. There are currently no staff working at the Zoo on a voluntary basis, and no volunteer network exists. *Could inform about it!*

Satisfaction levels amongst visitors to the Zoo are high (86%) however there is dissatisfaction with the provision of catering and retail facilities. The quality of the service the Zoo provides has recently been recognised through the re-accreditation of Charter Mark status. *got people in recommendation*

At present the Zoo's relationship with interest groups is limited to support provided by the Friends of the Zoo group, and the valuable contribution it makes through fundraising, organising events, and promoting the aims and objectives of the Zoo. *How UK Council would promote Zoo! Funding Raising Money!*

The Zoo's current relationship with Ratepayers and Elected Members is represented through the Zoo's contribution to the delivery of the Council's Corporate Strategic Objectives and Key Priorities, as identified in the Corporate Plan. Of specific relevance to the Zoo are the Key Priorities of Providing Civic Leadership, and Creating a Clean & Attractive City: Brighter Belfast.

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Tourism

Tourism is defined as those visitors from outside the Council boundary in a regional and international context.

At present Tourism is limited to establishing closer links with the NITB, the Belfast Visitor & Convention Bureau (BVCB), and with the Council's Tourism Unit.

Marketing

The marketing function is not represented by any dedicated human resource and all marketing activities with the exception of the promotion of the Education service, are conducted by the Business Support Assistant. Supplementary marketing support is also provided by a marketing placement student.

How it is done

Marketing spend is currently resourced as part of the main Zoo expenditure budget. The current marketing spend for 2004- 2005 is £25,570.00. This represents approximately 1.2% of total Zoo expenditure less capital expenditure charges.

Money spent!

There is currently no strategic marketing plan for the organisation, and the majority of marketing activity focuses on developing and implementing a series of short-term promotional initiatives.

Marketing operations at the Zoo are presently characterised by the utilisation of a number of various communication tools such as advertising, sponsorship and public relations. There is no marketing information system (MkIS) in-use at the service.

Analysis of Current Position

An analysis of existing provisions and a comparative analysis of other Zoos and Aquaria identified areas for development.

Conservation

External influences

The animal collection should be regularly reviewed to ensure each species plays a complementary role with the conservation and education objectives of the organisation, and also consider visitor attitudes expressed in the customer surveys.

There is scope for increased support for indigenous species and the formalising of relationships with concerned local conservation organisations.

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The reduction in the size of the exotic collection, particularly those species which are not part of co-operative breeding programmes and are least favoured by the visiting public could realise significant financial benefits.

Consideration should be given to increasing the profile of the Zoo in 'field' conservation projects at both a local and international level. Direct fundraising and knowledge share in areas such as animal husbandry, staff training and scientific research for carefully selected projects should be developed.

Opportunities for collaborative and co-operative working with research institutions, universities/colleges and conservation organisations should be proactively developed.

Education

The over-subscription of the Education service should be addressed by recruiting additional Education Officers on a voluntary basis. It is proposed that as part of a volunteer programme, volunteers be used to deliver the Education Outreach service.

Voluntary Basis

Furthermore, by restricting the Outreach service to a period from September to Easter, the Zoo can use the facility to supplement visitor numbers in what is historically a quieter period for the Zoo.

Participation by the Secondary education sector has been identified as an area for further improvement. Consideration should be given to employing initiatives such as a citizenship based curriculum, GCSE and GCE presentations, and work experience and careers days linked to animal welfare and conservation.

Opportunities for co-operative working with Local Authorities and Further Education Colleges should be developed to provide for tertiary and adult based programmes.

Interpretative and public signage at the Zoo should include more conservation content with the resulting increase in the public's awareness of such issues; develop themes associated with animal behaviour; and focus on local biodiversity and the link with the local community. To accommodate this change in emphasis it is recommended that the role of the Education Officer could be expanded to include a remit for information gathering and dissemination.

→ Getting the new Education Officer

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Community

Leading Zoos throughout the United Kingdom and Republic of Ireland rely heavily on the use of volunteers in all areas of Zoo operations. There is scope for a comprehensive volunteer programme to be developed in co-operation with the Friends of the Zoo and other key stakeholders groups.

The provision of quality retail and catering facilities are important for visitors and significant sources of revenue. It should be recommended that a review of the existing catering and retail facilities be undertaken with a view to establishing both as first class facilities. Furthermore, consideration should also be given to reviewing the future role of the Floral Hall.

There is a requirement for the Zoo and the Friends of the Zoo group to define the role required, and establish clear objectives concerning its current and future contribution to the overall aims of the Zoo. It is expected the Friends of the Zoo group be utilised in areas that can help create favourable attitudes and opinions amongst other stakeholder groups and in areas of fundraising, public relations and volunteer development.

Furthermore, additional relationships should be sought with other interest groups such as those linked to the voluntary sector including Voluntary Services Belfast and Conservation Volunteers.

In the context of the Zoo's representation of the Council's Corporate Strategic Objectives and Key Priorities the Zoo should continue to strive to continually improve and deliver best value and continuous service improvement.

Tourism

On the basis of the statistics for visitor attractions in Northern Ireland, as provided by the NITB, the Zoo should continue to develop the 'wildlife / nature reserve / zoo' market as an integral component of its commercial focus.

The Zoo should consider adopting the strategic framework as recommended by the NITB, and continue to develop and maximise its relationship with the BVCB and other regional tourism organisations. Furthermore, proactive relationships should be sought with other tourism organisations and the Council's own Tourism Unit concerning the promotion and marketing of the facility.

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Marketing

The marketing and business development function at the Zoo needs to be resourced at a higher level. Therefore, consideration should be given to the recruitment of a full-time Business Development post, in line with benchmarking partners throughout the UK and ROI. Furthermore, ancillary marketing support should be developed through the use of marketing student placements and volunteers.

The current marketing spend is insufficient to provide for the effective marketing and promotion of the facility. It would be unrealistic to expect an increase in the marketing budget to mirror that of leading Zoos and Aquariums, however there is scope for an increase to reflect a 2% value of total net expenditure. This would be in line with the majority of benchmarking organisations.

The post of Assistant Zoo Manager has effectively been vacant for approximately 18 months with the postholder acting up to the vacant post of Zoo Manager. This management arrangement has worked well and following discussions with the Head of Service it is recommended that the post of Assistant Zoo Manager is deleted. As part of this restructuring the post of the Assistant Curator should be re-titled Curator to better reflect the duties and responsibilities of the post.

As part of these changes, to reflect a more commercially-focused operation it is recommended that the Shop Manager report directly to the new post of Business Development Officer.

Consideration should be given to developing and implementing an MkIS specifically for the analysis of visitor details to facilitate the making of effective marketing decisions. The MkIS should be used for visitor consultation, analysing visitor numbers, evaluating the effectiveness of marketing communications, measuring marketing performance indicators, and analysing the effect of competition.

The Zoo should develop a more customer-focused ethos through developing and implementing a strategic marketing plan. It is expected the Zoo would focus on using the Charter Mark award, excellent facilities, and marketing communications to achieve a reputation for providing excellent value for money through customer-focused initiatives.

If they need to save money they need to find a way of dealing with those eg getting rid of Post
change Staff Structure

Seeing coming into what other Zoos Manager this Benchmark other zoos what other Zoos are doing & the standards that they produce we should do.

Re-structure Staff Structure
* Change *
* Internal = Staff Allowed someone to move up *
* they are better influence *
* Don't need that job *

Mention ext & int influences

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In addition, the Zoo should develop and implement an integrated marketing communications plan focusing on advertising, sponsorship and public relations as a means of delivering the core message the organisation wants to communicate in relation to its four defined roles.

Furthermore, opportunities for joint advertising and promotions with other organisations should be maximised as a cost-effective means of raising the Zoo's profile, attracting visitors and communicating the core aims and objectives of the organisation. It would be expected that such opportunities should be developed with other Local Authorities, conservation organisations, other visitor attractions and corporate NI.

Membership services are currently underdeveloped and are highlighted as an area for improvement. Developing and retaining Zoo membership is of paramount importance to the future ability of the Zoo to generate income. The Zoo should develop membership services as a key facet of the organisation's future marketing.

Summary of Recommendations

Conservation

- Belfast Zoo increases the profile of indigenous species as part of the collection, and formalises relationships with local conservation groups as part of such programmes.
- The Zoo considers reducing the size of the exotic collection of those species which are not part of co-operative breeding programmes and are least favoured by the visiting public.
- Belfast Zoo develops 'field' conservation projects and considers as an alternative to financial assistance by supporting such projects through the provision of shared knowledge and expertise in animal husbandry, scientific research and staff training.
- Belfast Zoo proactively develops collaborative research opportunities with Universities / Colleges and conservation organisations on a local and national basis.

Education

- The recruitment of additional Education Officers on a voluntary basis for both the Classroom and Outreach Service as part of a development of a co-ordinated volunteer programme.

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- The Education Department considers restricting the Outreach Service to a period inclusive of September to Easter.
- Belfast Zoo develop initiatives to encourage greater participation from the Secondary sector including GCSE & GCE presentations, and work experience and careers days linked to employment opportunities in conservation and animal welfare.
- The Education Department considers developing tertiary and adult based programmes in collaboration with Local Authorities and Further Education Colleges.
- Belfast Zoo considers developing their interpretative material including developing themes associated with animal behaviour and focusing on local biodiversity and the link with the local community.
- The role of Education Officer should be expanded to take into account responsibilities for public information. The revised structure should be as shown in Appendix I.

Community

- A comprehensive volunteer programme be developed in co-operation with the Friends of the Zoo group, and recruit support in all operational services of the Zoo.
- Belfast Zoo reviews the catering and retail facilities for visitors to the Zoo.
- The Zoo initiates a review to consider the future role of the Floral Hall.
- Belfast Zoo defines the role of the Friends of the Zoo group and establishes clear objectives concerning its current and future contribution to the overall aims of the Zoo.
- The Zoo further develops its Community role with other interest groups such as Voluntary Services Belfast and Conservation Volunteers.
- Belfast Zoo must continue to strive to continually improve, deliver best value and continuous service improvement.

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Tourism

- The Zoo continues to develop and maximise relationships with key tourism agencies and organisations including the BVCB, other RTOs and tourism-industry organisations.
- The Zoo fosters closer links with the Tourism Unit and the four sectoral Tourism Development Officers at Belfast City Council to facilitate the promotion and marketing of the Zoo as a recreational and tourist facility.

Marketing

- The recruitment of a full-time Business Development Officer post to manage the marketing function and promotion of Zoo in the four defined roles.
- Belfast Zoo further develops ancillary marketing support through the use of marketing volunteers and student placements.
- An increase in the marketing budget to reflect a 2% value of total net expenditure at the Zoo.

- Belfast Zoo considers deleting the post of Assistant Zoo Manager to facilitate an increase in marketing spend, and re-titling the post of Assistant Curator as Curator to support the above. The revised structure should be as shown in Appendix I.

- The post of the Shop Manager report directly to the new Business Development Officer post to reflect a more commercially-focussed operation.

- The Zoo develops and implements a marketing information system to facilitate performance review and accurate decision-making.

- Belfast Zoo develops and implements a strategic marketing plan as part of the Zoo's future vision.

- An integrated marketing communications plan is developed focusing on co-ordinating the advertising, public relations and sponsorship message the organisation wants to communicate.

- Belfast Zoo maximises opportunities for joint promotions with other organisations such as other Local Authorities, other Zoos & Aquaria, other visitor attractions and Corporate NI.

*Re-structured
the staff
structure
needed to delete
some jobs &
bring others*

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- Belfast Zoo maximises opportunities for corporate sponsorship.
- The Zoo further develops membership opportunities in-line with best practice.

Benchmarking Review of Other Organisations

In considering the recommendations outlined in this report leading organisations throughout the United Kingdom, Republic of Ireland and the United States were benchmarked concerning best practice demonstrated by Zoos and Aquaria, Zoo Associations, other visitor attractions, industry associations and professional bodies. A summary of organisations contacted is provided below.

- The Chartered Institute of Marketing
- World Association of Zoos & Aquaria
- European Association of Zoos & Aquaria
- British & Irish Association of Zoos & Aquaria
- European Union – Directive for Zoos
- Northern Ireland Tourist Board

The following Zoos and visitor attractions were benchmarked for best practice in areas of conservation, education, tourism, community and marketing.

An attempt was made to contact Blackpool Zoo, however it was not benchmarked as the profile of its ownership has recently changed from Local Authority-owned to private sector owned, and subsequently refused to provide information of a commercially sensitive nature.

To enable a comparative analysis of a Local Authority-owned Zoo of similar size, Dudley Zoo was selected. Although funded by the Local Authority the Zoo is registered as a Charitable Trust. There are no other Local Authority-owned facilities of a comparable size to Belfast Zoo.

- Chester Zoo
- Edinburgh Zoo
- London Zoo
- Dudley Zoo
- Dublin Zoo
- Jersey Zoo
- Ulster Transport & Folk Museum
- W5
- Exploris

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Financial Implications

The financial implications of the recommendations in the previous section are:

Recruitment of a Business Development post

It is proposed a Business Development Officer post would be recruited on the S01 Salary Band.

Salary (NJC) £21,867.00

Total £21,867.00

Deletion of Assistant Zoo Manager post

Existing Salary (NJC – S02 Salary Band) £25,407.00

Total (£25,407.00)

Increase to Marketing Budget

It is proposed the marketing budget would be increased to represent a 2% value of total net expenditure, based on the 2004 – 2005 expenditure budget.

Current Marketing Budget £25,570.00

Proposed Marketing Budget £38,000.00

Total £12,430.00

OVERALL TOTAL £8,890.00

Environmental Implications

The recommendations in this report will therefore have a positive impact on the Zoo's interaction with visitors, and through improved performance contribute to the Council's Corporate Strategic Objectives and Key Priorities.

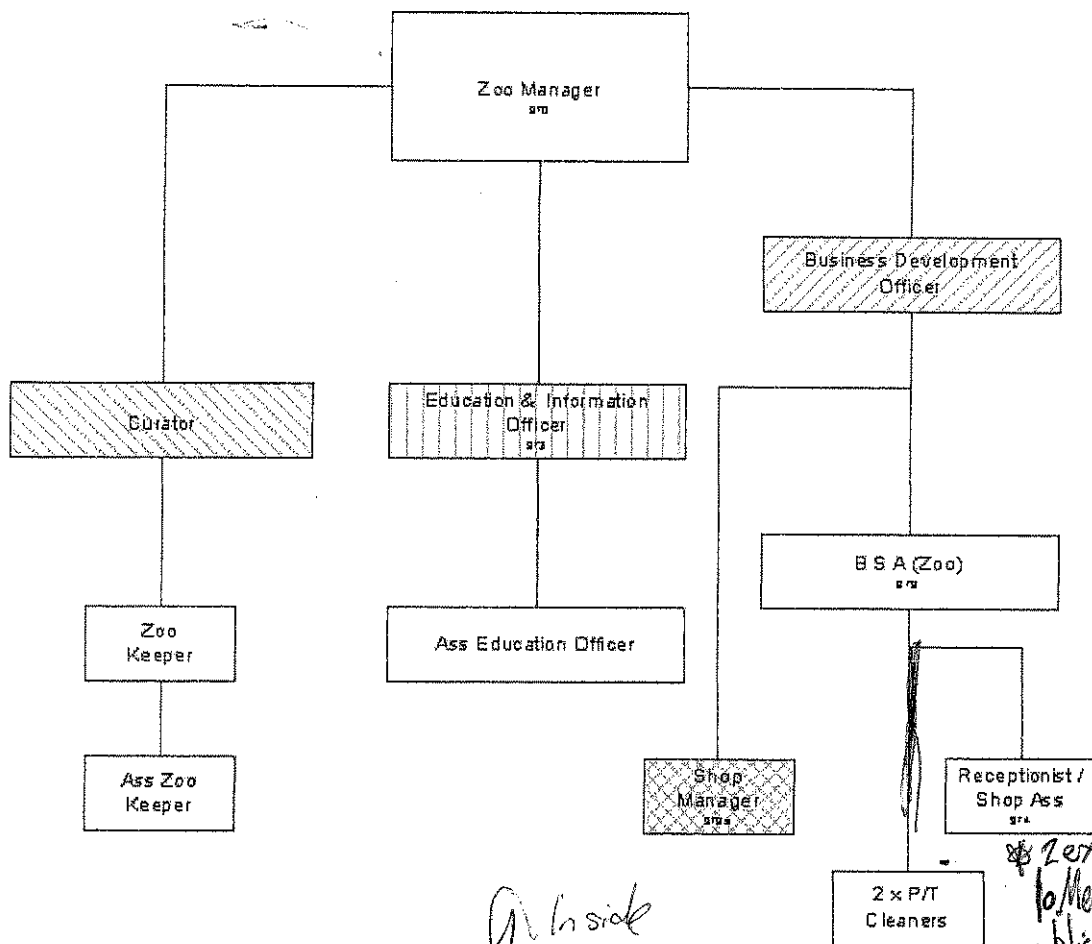
Belfast Zoo operates in an environment where as an organisation it must adhere to the legislative requirements of the EU Zoo Directive (1999/EC/22) and the best practice requirements of the UN Convention on Biological Diversity (1992), the World Zoo Conservation Strategy (1993), and Belfast City Council's Local Agenda 21 (1999).

The provision of improvements to the delivery of the four defined roles and the marketing of the service will create a customer-focused ethos in the context of the core conservation and education objectives."

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APPENDIX I

Proposed Organisational Structure



Arising from discussion on the foregoing report, several Members drew the Sub-Committee's attention to a recent television programme and pointed out that they considered that certain comments made during that programme had portrayed the Zoo in a bad light and had caused concern amongst the members of staff. In response, the Head of Parks and Amenities stated that the staff had been concerned that the programme had contained an implication of cruelty to the animals within the Zoo, an inference which they would refute. The Acting Zoo Manager suggested that there had been no adverse publicity as a result of the programme. However, he pointed out that he understood fully the views of the staff and stated categorically that there were no cases of cruelty to animals at **Belfast Zoological Gardens**.

After further discussion, the Sub-Committee adopted the proposed organisational structure for implementation within the City of **Belfast Zoological Gardens**.

Questionnaire

1. From your own previous experience as working for the Clandeboye Lodge Hotel did you receive any basic training for the job that you applied for? if yes, how well was the training managed and also how useful was it to you as a beginner?

Yes I did receive training. The training was very well managed. I got an introduction day where I was trained using good and bad situations of customer service. It gave me more confidence as I knew what they expected of me.

2. What type of training did you go through at the beginning of your job? and from your time of working with at the Clandeboye Lodge Hotel did you receive any further training?

I didn't receive any further training, you pick it up as you go along. If I was working their full time and wished to be promoted they would send me on NVQ courses to gain the qualifications to become successful.

3. What type of methods was used in your staff training? For example did more experienced people show you what to do or was another method used?

more experienced staff like the manager of the department I would be working with.

4. Once you started off working as part of the Clandeboye Lodge Hotel on your first shift did they use any methods of getting in settled in the job? e.g. pairing you up with a more experienced employee.

They sent me in to shadow one of the more senior members of staff to obtain a feel for what I should be doing.

5. From working as part of the Clandeboy Lodge Hotel how well do you think from your own experience did they motivate you?

They motivate well with payrises, bonuses and staff days out

6. Did the Clandeboy Lodge Hotel have any methods of motivating you such as appraisal schemes or any awards give to people if they worked well?

7. In the Clandeboy Lodge Hotel is there a good strong relationship between all departments of staff? how do they manage this?

Yes and no, people do get on with each other but when it is busy people become stressed and angry

8. From your experience at the Clandeboy Lodge Hotel set up any special staff days? For example Staff weekends or Staff dinners within the hotel.

Staff nights out to bring people closer together.

9. Does the Clandeboye Lodge Hotel have any methods of awarding staff performance levels? and how do they manage this (Is there a performance evaluation sheet that they fill in)

Every month the staff get evaluated to show their progression or lack of.

10. From your own experience does the Clandeboye Lodge Hotel award staff with bonuses from their performance?

Yes raises

- ~~11. How does the Clandeboye Lodge Hotel deal with staff discipline?~~

12. What type of steps does the Clandeboye Lodge Hotel use to manage and deal with staff discipline?

MOTIVATION IN THEORY

Definition

One key theorist (Professor Herzberg) believes motivation occurs when people do something because they want to do it. Others think of motivation as the desire to achieve a result. The difference between these two definitions is important and should become clear during this unit.

23.1 Introduction

In February 1996 Fulham Football Club was 95th in the League, one place away from relegation to the Vauxhall Conference. When the club's centre forward was booked in a home game, the home fans shouted off, off, off! The club's manager was shuffled to one side and a new one appointed, Micky Adams.

One year later Fulham was top of its division and the centre forward was the fans' hero – one of the Football League's top goal scorers. What had happened?

The new manager had made a few free transfer signings, but the team was largely the same. Their pay had not risen, nor had a new bonus scheme been introduced. The key difference was in the players' motivation. They had found a new spirit, a new confidence, a new will to win. The transformation was purely psychological. *Doing Well*

In football, so in business. Motivation matters. This is why it merits a unit to itself – and why many consider motivation theory to be the most important topic within Business Studies.

23.2 FW Taylor and scientific management

Although there were earlier pioneers, the starting point for the study of motivation is FW Taylor (1856–1917). As with most of the other influential writers on this subject, Taylor was American. His influence over the twentieth century world has been massive. Much business practice in America, Europe, Japan and the former Communist countries is still rooted in his writing and work.

A recent biography of Taylor is titled *The One Best Way*. This sums up neatly Taylor's approach to management. He saw it as management's task to decide exactly how every task should be completed. Then to devise the tools needed to enable the worker to achieve the task as efficiently as possible. This method is evident today in every McDonald's in the world. Fries are cooked at 175 degrees for exactly three

minutes, then a buzzer tells employees to take them out and salt them. Throughout every McDonald's are a series of dedicated, purpose-built machines for producing milkshakes, toasting buns, squirting chocolate sauce and much else. Today, one hundred years after his most active period working in industry, FW Taylor would feel very much at home ordering a Big Mac.

So, what was Taylor's view of the underlying motivations of people at work? How did he make sure that the employees worked effectively at following 'the one best way' laid down by managers?

Taylor believed that people work for only one reason – money. He saw it as the task of the manager to devise a system which would maximise efficiency. This would generate the profit to enable the worker to be paid a higher wage. Taylor's view of human nature was that of 'economic man'. In other words people were motivated only by the economic motives of self-interest. Therefore a manager could best motivate a worker by offering an incentive (a 'carrot') or a threat (the 'stick'). One can view Taylor as a manipulator or even a bully. But he believed his methods were in the best interests of the employees themselves.

Taylor's influence stemmed less from his theories than his activities. He was a trained engineer who acted as a very early management consultant. His methods were as follows:

- Observe workers at work, recording and timing what they do, when they do it and how long they take over it (this became known as time and motion study).
- Identify the most efficient workers and see how they achieve greater efficiency.
- Break the task down into small component parts which can be done quickly and repeatedly.
- Devise equipment specifically to speed up tasks.
- Set out exactly how the work should be done in future; 'each employee', Taylor wrote, 'should receive every day clear-cut, definite instructions as to what he is to do and how he is to do it, and these instructions should be exactly carried out, whether they are right or wrong.'
- Devise a pay scheme to reward those who complete or beat tough output targets, but penalises those

who cannot or will not achieve the productivity Taylor believed was possible.

As an engineer, Taylor was interested in practical outcomes, not in psychology. There is no reason to suppose he thought greatly about the issue of motivation. The effect of his ideas was profound, though. Long before the publication of his 1911 book *The Principles of Scientific Management*, Taylor had spread widely his managerial practices of careful measurement, monitoring and – above all else – control. Before Taylor, skilled workers chose their own ways of working and had varied, demanding jobs. After Taylor, workers were far more likely to have limited, repetitive tasks; forced to work at the pace set by a manager or consultant engineer.

To maximise the efforts put in by workers, Taylor devised an incentive system known as differential piece-rate. This offered a meagre payment per unit produced. Beyond a threshold, though, the payment became generous. For example:

- 2p per unit for the first 500 per day
- 5p per unit all those above 500 per day.

The threshold was set at a level at which those producing 500 received barely a living wage. Those unable to keep up even that pace would have no alternative but to find another job. The incentive to achieve 700 or so per day was massive. It would mean earning double the rate earned by those on 500 per day. Despite Taylor's enthusiasm for this approach, it was resented so bitterly by workers that it usually had to be abandoned soon after introduction. Piece-rate itself, of course, lives on today.



Early days of mass production at Ford: the assembly line
(© Corbis-Bettman/UPI)

Among those influenced by Taylor was Henry Ford. His Model T was the world's first mass produced motor car. By 1911 the Ford factory in Detroit, USA was already applying Taylor's principles of high division of labour, purpose-built machinery and rigid management control. When Ford introduced the conveyor belt in 1913, he achieved the ultimate Taylorite idea – men's pace of work dictated by a mechanical conveyor belt, the speed of which was set by management.

Beyond America, Mussolini was an admirer of Ford. So was Stalin. Communist factories in Eastern Europe, Russia and China imitated Taylor's methods. In every case the result was a huge improvement in productivity for several years. Though it was also commonly the case that workers eventually rebelled against being treated like machines. **Trade union** membership thrived in factories run on Taylorite lines, as workers wanted to organise against the suffocating lives they were leading at work. Fortunately, in many Western countries further developments in motivation theory pointed to new, more people-friendly approaches.

23.3 Elton Mayo and the human relations approach

Elton Mayo (1880–1949) was a medical student who became an academic with a particular interest in people in organisations. An Australian, he moved to America in 1923. His methods were heavily influenced by FW Taylor. An early investigation of a spinning mill in Pennsylvania identified one department with labour turnover of 250% compared with 6% elsewhere in the factory. His Taylorite solution was to prescribe work breaks. These had the desired effect.

Mayo moved on to work at the Hawthorne plant of Western Electric Company in Chicago. His investigations there are known as the Hawthorne Experiments.

He was called in to Hawthorne to try to explain the findings of a previous test into the effects of lighting upon productivity levels. The lighting conditions for one work group had been varied while those for another had been held constant. The surprise was that whatever was done to the lighting, production rose in *both* groups. This proved that there was more to motivation and efficiency than purely economic motives.

Between 1927 and 1932 Mayo conducted a series of experiments at Hawthorne. The first is known as the Relay Assembly Test. Six volunteer female assembly staff were separated from their workmates. A series of experiments was carried out. The results were recorded and discussed with the women. Every 12 weeks a new working method was tried. The alternatives included:

- different bonus methods, such as individual versus group bonuses

- different rest periods
- different refreshments
- different work layout

Before every change, the researchers discussed the new method fully with the operators. Almost without exception productivity increased with every change. At the end, the group returned to the original method (48-hour, 6-day week with no breaks) and output went up to the highest yet! Not only that, but the women claimed they felt less tired than they had at the start.

The experiments had started rather slowly, with some resistance from the operatives. Progress became much more marked when one member of the group retired. She was replaced by a younger woman who quickly became the unofficial leader of the group.

MAYO'S CONCLUSIONS

- The women gained satisfaction from their freedom and control over their working environment.
- 'What actually happened was that six individuals became a team and the team gave itself wholeheartedly and spontaneously to cooperation in the experiment' (E. Mayo, 1949).
- Group norms (expectations of one another) are crucial and may be influenced more by informal than official group leaders.
- Communication between workers and managers and worker-to-worker influences morale and output.
- Workers are affected by the degree of interest shown in them by their managers; the influence of this upon motivation is known as 'the Hawthorne effect'.

The consequences of Mayo's work were enormous. He influenced many researchers and writers, effectively opening up the fields of industrial psychology and industrial sociology. Many academics followed Mayo's approach in what became known as the human relations school of management.

Businesses also responded to the implications of Mayo's work for company profitability and success. If teamwork, communications and managerial involvement were that important, firms reasoned that they needed an organisational structure to cope. In Taylor's

era, the key person was the engineer. The winners from Mayo's work were personnel departments. They grew throughout America and Britain in the 1930s, 40s and 50s as companies tried to achieve the Hawthorne effect.

23.4 Maslow and the Hierarchy of Needs

Abraham Maslow (1908–1970) was an American psychologist whose great contribution to motivation theory was the 'Hierarchy of Needs'. Maslow believed everyone has the same needs – all of which can be organised as a hierarchy. At the base of the hierarchy are physical needs such as food, shelter and warmth. When unsatisfied, these are the individual's primary motivations. When employees earn enough to satisfy these needs, however, their motivating power withers away. Maslow said that 'It is quite true that humans live by bread alone – when there is no bread. But what happens to their desires when there is bread?' Instead of physical needs, people become motivated to achieve needs such as security and stability – which Maslow called the safety needs. In full, Maslow's hierarchy consisted of:

Self
actualisation

Esteem needs

Social needs

Safety needs

Physical needs

Figure 23.1 Maslow's Hierarchy of Needs

Ever since Maslow first put his theory forward (in 1940) writers have argued about its implications.

MASLOW'S LEVELS OF HUMAN NEED

- Physical needs, e.g. food, shelter and warmth
- Safety needs, e.g. security, a safe structured environment, stability, freedom from anxiety
- Social needs, e.g. belonging, friendship, contact
- Esteem needs, e.g. strength, self-respect, confidence, status and recognition
- Self-actualisation, e.g. self-fulfilment; 'to become everything that one is capable of becoming', wrote Maslow

BUSINESS IMPLICATIONS

- Pay levels and working conditions
- Job security, a clear job role/description, clear lines of accountability (only one boss)
- Teamworking, communications, social facilities
- Status, recognition for achievement, power, trust
- Scope to develop new skills and meet new challenges and to develop one's full potential

Among the key issues raised by Maslow are:

- Do all humans have the same set of needs? Or are there some people who need no more from a job than money?
- Do different people have different degrees of need, for example are some highly motivated by the need for power, while others are satisfied by social factors? If so, the successful manager would be one who can understand and attempt to meet the differing needs of his or her staff.
- Can anyone's needs ever be said to be fully satisfied? Perhaps the hierarchy diagram (see Figure 23.1) should have an open top to suggest that the human desire for achievement is limitless.

Maslow's work had a huge influence on the writers who followed him, especially McGregor and Herzberg. The Hierarchy of Needs is also used by academics in many subjects beyond Business, notably Psychology and Sociology.

2 Herzberg's two factor theory

The key test of a theory is its analytic usefulness. On this criterion, Herzberg's theory is the strongest by far.

The theory stems from research conducted in the 1950s into factors affecting workers' job satisfaction and dissatisfaction. It was carried out on 200 accountants and engineers in Pennsylvania, USA. Despite the limited nature of this sample, Herzberg's conclusions remain influential to this day.

Key quotes from Professor Herzberg:

On the two factor theory 'Motivators and hygiene factors are equally important, but for different reasons'

On movement 'If you do something because you want a house or a Jaguar, that's movement. It's not motivation'

The risks of giving bonuses 'A reward once given becomes a right'

The importance of training 'The more a person can do, the more you can motivate them'

The importance of always treating staff fairly 'A remembered pain can lead to revenge psychology ... They'll get back at you some day when you need them'

On communication 'In industry, there's too much communication. And of course it's passive ... But if people are doing idiot jobs they really don't give a damn'

On participation 'When participation is suggested in terms of control over overall goals, it is usually a sham'

Herzberg asked employees to describe recent events which had given rise to exceptionally good feelings about their jobs. Then probed for the reasons why. 'Five factors stand out as strong determiners of job satisfaction', Herzberg wrote in 1966, 'achievement, recognition for achievement, the work itself, responsibility and advancement - the last three being of greater importance for a lasting change of attitudes.' He pointed out that each of these factors concerned the job itself, rather than issues such as pay or status. Herzberg called these five factors 'the motivators'.

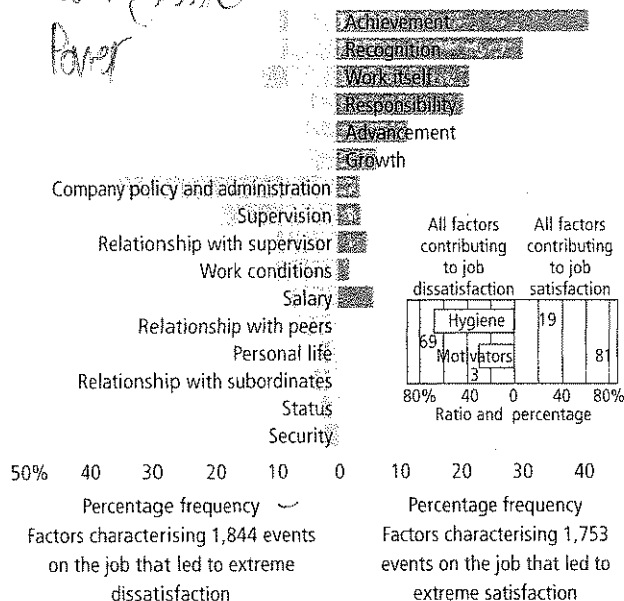


Figure 23.2 Comparison of satisfiers and dissatisfiers

The researchers went on to ask about events giving rise to exceptionally bad feelings about their jobs. This revealed a separate set of five causes. Herzberg stated that 'the major dissatisfiers were company policy and administration, supervision, salary, interpersonal relations and working conditions.' He concluded that the common theme was factors which 'surround the job', rather than the job itself. The name he gave these dissatisfiers was 'hygiene factors'. This was because fulfilling them would prevent dissatisfaction, rather than causing positive motivation. Careful hygiene prevents disease; care to fulfil hygiene factors prevents job dissatisfaction.

SUMMARY

Motivators have the power to create positive job satisfaction, but little downward potential. Hygiene factors will cause job dissatisfaction unless they are provided for, but do not motivate. Importantly, Herzberg saw pay as a hygiene factor, not a motivator. So a feeling of being underpaid could lead to a grievance, but high pay would soon be taken for granted. This motivator/hygiene factor theory is known as the two factor theory.

Improvement but the best theory

MOTIVATORS (CAN CREATE POSITIVE SATISFACTION)	HYGIENE FACTORS (CAN CREATE JOB DISSATISFACTION)
<ul style="list-style-type: none"> • Achievement • Recognition for achievement • Meaningful, interesting work • Responsibility • Advancement (psychological, not just a promotion) 	<ul style="list-style-type: none"> • Company policy and administration (the rules, paperwork and red tape) • Supervision (especially being over-supervised) • Pay • Interpersonal relations (with supervisor, peers, or even customers) • Working conditions

MOVEMENT AND MOTIVATION

Herzberg was keen to distinguish between movement and motivation. Movement occurs when somebody does something; motivation is when they want to do something. This distinction is essential to a full understanding of Herzberg's theory. He did not doubt that financial incentives could be used to boost productivity: 'If you bully or bribe people, they'll give you better than average performance.' His worries about bribes ('carrots') were that they would never stimulate people to give of their best; people would do just enough to achieve the bonus. Furthermore, bribing people to work harder at a task they find unsatisfying would build up resentments which might backfire on the employer.

Herzberg advised against payment methods such as piece-rate. They would achieve movement, but by reinforcing worker behaviour, making them inflexible and resistant to change. The salaried, motivated employee would work hard, care about quality and think about – even welcome – improved working methods.

JOB ENRICHMENT

The reason why Herzberg's work has had such impact on businesses is because he not only analyses motivation, he also has a method for improving it. The method is job enrichment, which he defined as 'giving people the opportunity to use their ability'. He suggested that, for a job to be considered enriched, it would have to contain:

- A complete unit of work – not just a small repetitive fragment of a job, but a full challenging task; Herzberg heaped scorn upon the 'idiot jobs' that resulted from Taylor's views on the merits of high division of labour.
- Direct feedback – wherever possible, a job should enable the worker to judge immediately the quality of what they have done. direct feedback gives the painter or the actor (or the teacher) the satisfaction of knowing exactly how well they have performed. Herzberg disliked systems which pass quality inspection off onto a supervisor: 'a man must

always be held responsible for his own quality'. Worst of all, he felt, was annual appraisal – in which feedback is too long delayed.

- Direct communication – for people to feel committed, in control and to gain direct feedback, they should communicate directly – avoiding the delays of communicating via a supervisor or a 'contact person'. For a Business student, this leads to an important conclusion: that communications and motivation are interrelated.

CONCLUSION

Herzberg's original research has been followed up in many different countries, including Japan, Africa and Russia. An article he wrote on the subject in the *Harvard Business Review* in 1968 (called 'Just One More Time, How Do You Motivate Employees') has sold more than one million reprinted copies. His main insight was to show that unless the job itself was interesting, there was no way to make working life satisfying. This led companies such as Volvo in Sweden and Toyota in Japan to rethink their factory layouts. Instead of individual workers doing simple repetitive tasks, the drive was to provide more complete units of work. Workers were grouped into teams, focusing on significant parts of the manufacturing process, such as assembling and fitting the gearbox. And then checking the quality of their work. Job enrichment indeed.

issues for analysis

In an exam context, the starting point is usually to select the most appropriate theory to answer a question. If a case study context suggested poor relations between management and workforce, Elton Mayo's would be very suitable. If motivation was weak, Herzberg's theory provides a comprehensive analysis.

When applying a theory, the analysis is strengthened by using a questioning approach. Herzberg's theory is admirable, but it is not perfect. It provides insights, but not necessarily answers. And certainly not blueprints. A job enrichment programme might be highly effective in one situation, but a disappointment in another.

This leads on to another key factor. The success of any new policies will depend hugely on the history of trust – or the lack of it – in the workplace. Successful change in the factors involved

Motivation by saying they doing well.

motivation may be very difficult and slow to achieve. There are no magic solutions.

Accordingly, when a firm faces a crisis, changes in factors relating to motivation will rarely provide an answer. A crisis must be solved in the short term, but human motivation requires long-term strategies.

23.6 Motivation

an evaluation

Most managers assume they understand human motivation. But they have never studied it. As a result they may underestimate the potential within their own staff. Or unthinkingly cause resentments that fester.

The process of managing people takes place in every part of every organisation. By contrast, few could need to know the financial concept of gearing in their working lives. So lack of knowledge of motivation theory is particularly unfortunate – and has exceptionally widespread effects. In some cases, ignorance leads managers to ignore motivation altogether. They tell themselves that control and organisation (i.e. paperwork!) are their only concerns. Other managers may see motivation as important, but fail to understand its subtleties.

For these reasons, there is a case for saying that the concepts within this unit are the most important in the whole subject.

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Source

KEY terms

division of labour – subdivision of a task into a number of activities, enabling workers to specialise and therefore become very efficient at completing what may be a small, repetitive task.

hygiene factors – 'everything that surrounds what you do in the job' such as pay, working conditions and social status. All potential causes of dissatisfaction, according to Herzberg.

job satisfaction – the sense of well-being and achievement gained from doing a satisfying job.

piece-rate – the rate of payment for piecework.

piecework – work that is paid per 'piece' produced. Workers' pay is therefore directly related to the amount they produce.

trade union – an organisation that represents the interests of the workforce in a particular trade or profession.

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News Release

Monday 19 March 2007, 12:00 GMT

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INDUSTRY
Agilysys, Inc.

Clandeboyne Lodge Hotel Selects Visual One Solutions from Agilysys

BANGOR, Northern Ireland and BOCA RATON, Florida, March 19 /PRNewswire/ --

Agilysys, Inc., (Nasdaq: AGYS) a leading provider of enterprise computer solutions, including specifically designed hospitality industry solutions, announced Clandeboyne Lodge Hotel has selected Visual One Front Office and Sales & Catering solutions.

(Logo: <http://www.newscom.com/cgi-bin/prnh/20030915/AGLSLOGO>)

The Clandeboyne Lodge Hotel located in Bangor, Northern Ireland, offers a tranquil location adjacent to the historic Clandeboyne Estate and sweeping fairways of Blackwood Golf. The Clandeboyne Lodge Hotel is the ideal venue for leisure and corporate visits, formal and casual dining, wedding receptions, conferences and banquets.

"The Clandeboyne Lodge Hotel has recently made a substantial capital and training investment, resulting in a classification review by the AA from 3 to 4 stars, with one of the highest merit scores in Northern Ireland," said Pim Dalm, Proprietor and General Manager, Clandeboyne Lodge Hotel. "Having the correct software infrastructure in place to deal with today's guests' expectations is critical to our continued growth. The Visual One solutions provided us with a fully integrated front desk and event management solution."

Dalm also said, "This solution provided our team with the right technology to deal with all aspects of enquires, therefore ensuring that customers receive the best possible service at all times. Visual One's professional approach during the tender process together with other recent Visual One installations in Northern Ireland was the key reason for this partnership."

"We expect Clandeboyne Lodge Hotel to quickly realize the benefits of the Visual One solutions," said Mike Gadbury, Managing Director, Agilysys Hospitality Solutions. "We continue to focus on growing our client base in Northern Ireland, and we are delighted to be selected by Clandeboyne Lodge."

About Agilysys, Inc.

Agilysys is a leading provider of innovative IT solutions to corporate and public sector customers, with special expertise in select vertical markets, including retail and hospitality. The company uses technology including hardware, software and services to help customers resolve their most complicated IT needs. The company possesses expertise in enterprise architecture and high availability, infrastructure optimization, storage and resource management, and business continuity; and provides industry-specific software, services and expertise to the retail and hospitality markets. Headquartered in Boca Raton, Fla., Agilysys operates extensively throughout North America, with additional sales offices in the United Kingdom and China.

In January, 2007 Agilysys purchased Visual One Systems. Since 1977, Visual One Systems has provided software systems to the hospitality industry. Their Windows-based products, using a Microsoft SQL database, include property management, sales & catering, restaurant point-of-sale, back-office accounting, and golf course management. The company has 1650 sites worldwide and has many well-known customers including Sandals, Club Resorts, The Royal Westmoreland, Seymour Hotel Group, Whittlebury Hall, Nigel Mansell's Woodbury Park, Wyboston Lakes, The Zetter, Strand Palace, Danesfield House, Four Pillar Hotels and Folio Hotels, The Langdale, RAF Club, and Hastings Hotels. For more information, visit www.agilysys.com.

Web site: <http://www.agilysys.com>