

Summer 1997

## **A Model Training Program to Prepare Hotel Service Employment Candidate for Hire, Vancouver, British Columbia, Canada**

Kevin Li-Ming Lu

Follow this and additional works at: [https://digitalcommons.cwu.edu/graduate\\_projects](https://digitalcommons.cwu.edu/graduate_projects)



Part of the [Hospitality Administration and Management Commons](#), [International and Comparative Education Commons](#), and the [Vocational Education Commons](#)

---

A MODEL TRAINING PROGRAM TO PREPARE  
HOTEL SERVICE EMPLOYMENT CANDIDATES FOR HIRE,  
VANCOUVER, BRITISH COLUMBIA, CANADA

---

A Project Report

Presented to

The Graduate Faculty

Central Washington University

---

In Partial Fulfillment

of the Requirements for the Degree

Master of Education

---

by

Kevin, Li-Ming Lu

June, 1997

A MODEL TRAINING PROGRAM TO PREPARE  
HOTEL SERVICE EMPLOYMENT CANDIDATES FOR HIRE,  
VANCOUVER, BRITISH COLUMBIA, CANADA

by

Kevin, Li-Ming Lu

June, 1997

The purpose of this project was to design a model training program to prepare hotel service employment candidates for hire, in selected hotels in Vancouver, British Columbia, Canada. To accomplish this purpose, a review of current literature regarding training criteria for hotel service occupations employment was conducted.

## ACKNOWLEDGEMENTS

I am especially grateful to my parents, Fang-Jui Lu & Hsiu-Pao Chen, for supporting me in pursuit of a Master's Degree in Educational Administration; to my wife, Ya-Lin Chen for helping me take care of my parents and daughter.

My sincere appreciation goes to Dr. Gregory S. Chan, Graduate Committee Chairman, for all his support and encouragement. Special thanks also goes to Dr. Jack J. McPherson and Dr. Susan M. Madley, without their advice, patience, love, and help, this project could not have been completed.

A special thanks to Mrs. Sandra Chan, Mrs. Joyce McPherson, Mrs. Mary Aho, and all my Cohort 2 Classmates for their support and assistance.

## TABLE OF CONTENTS

Chapter	Page
I. BACKGROUND OF THE PROJECT.....	1
Introduction.....	1
Purpose of the Project.....	2
Limitations of the Project.....	2
Definition of Terms.....	3
II. REVIEW OF RELATED LITERATURE.....	5
Introduction.....	5
Worldwide Development of the Hotel Industry in the Twentieth Century: An Overview.....	5
Recent Trends in the Hotel Industry... ..	7
Hotel Workers.....	9
Hospitality Industry Training.....	12
Summary... ..	15
III. PROCEDURES OF THE PROJECT.....	17
Need for the Project.....	17
Development of Support for the Project.....	18
Procedures.....	19
Planned Implementation and Assessment of the Project....	19
IV. THE PROJECT.....	21

V. SUMMARY, CONCLUSIONS, RECOMMENDATIONS.....	22
Summary.....	22
Conclusions.....	22
Recommendations.....	23
REFERENCES.....	24

## CHAPTER 1

### BACKGROUND OF THE PROJECT

#### Introduction

Today's managers, supervisors, and employees need more knowledge and skill than ever before to perform effectively in the fast-paced world of business. Experts predict that, during the rest of this century, "over half of the job content of all positions will change, and at least a third of existing types of jobs will disappear." Nowhere is this kind of change more apparent than in the hospitality industry. Under these pressures and those of the decreasing labor market, hospitality companies will grow only as quickly as they can train and develop people (Wheelhouse, 1989, p.145).

In the above statement, Wheelhouse has supported the importance and need for establishing a well designed training program that prepares hotel service workers for successful employment. Wheelhouse has further contended that top management executives of hospitality companies are beginning to recognize the important of training and are making training a priority within their organizations. In addition to training and developing people, hospitality companies that are serious about training may spend as much as 30 percent of their training budget on research, which includes follow-up and evaluation of the training program.

According to Tanke (1990), human resources skills have been important for the

hospitality industry, but from now until beyond the year 2000, these will be the most important skills that top management executives can possess. The overall value of having a well planned orientation and training program should relate directly to the success of the new employee as well as to the success of the hospitality organization.

Tanke stated:

Orientation and training; familiar words to most students in hospitality administration. Your hospitality employees have been successfully recruited, selected, hired and placed into vacant job positions. The next step in the human resources process is to properly orient and train your new employees.

#### Purpose of the Project

The purpose of this project was to design a model training program to prepare hotel service employment candidates for hire, in selected hotels in Vancouver, British Columbia, Canada. To accomplish this purpose, a review of current literature regarding training criteria for hotel service occupations employment was conducted.

#### Limitation of the Project

For purpose of this project, the following limitations were identified:

1. Research: The preponderance of research and literature reviewed was limited to



the past ten (10) years.

2. Scope: The training program was designed for implementation in selected hotels in Canada.
3. Target population: The model training program sought to prepare candidates seeking employment in the hotel service occupations.

### Definition of Terms

Significant terms used in the context of this project have been defined as follows:

1. Hospitality/Hospitality Industry: Refers to a variety of hotel, motel, and other lodging places and restaurant services, and those employed who provide those services that meet the needs of travelers. Hotel room used for entertaining, usually a function room or parlor (Nykiel, 1989, p.286).
2. Hotel service employment: Refers to those workers employed in the hotel, motel, and/or other lodging places and restaurants that cater to the needs of people who are away from home, whether for business or pleasure ( e.g., managers, housekeepers, desk clerks, kitchen and maintenance workers, etc.) ( Career Information Center, Sixth Edition, 1996, p.1).
3. Management trainee program: A training program designed to provide a specific set of management experiences to help bridge the gap between participants' schooling or other job experiences and the new work environment (Wheelhouse, 1989, p.439).

4. Tourism: The business of providing and marketing services and facilities for pleasure travelers. Thus, the concept of tourism is of direct concern to governments, carriers, and the lodging, restaurant, and entertainment industries, and indirect concern to virtually every industry and Business in the world (Nykiel, p.297).
5. Training plan: An outline prepared by a group trainer for his or her own use in planning and conducting a training session or any other information group meeting (Wheelhouse, p.443).

## CHAPTER 2

### REVIEW OF RELATED LITERATURE

#### Introduction

The review of research and literature summarized in Chapter 2 has been organized to address:

1. Worldwide Development of the Hotel Industry in the Twentieth Century: An Overview
2. Recent Trends in the Hotel Industry
3. Hotel Workers
4. Hospitality Industry Training
5. Summary

Data current primarily within the past ten (10) years were identified through an Educational Resource Information Center (ERIC) computer search.

#### Worldwide Development of the Hotel Industry in the Twentieth Century:

##### An Overview

###### *1900's*

The early 1900s until the Great Depression of the 1930s has been termed “the era of the grand luxury hotel.” During this era, many famous hotels were being built in the world, such as the Plaza in New York, Ritz-Carltons in London and Madrid, New York and Boston, the Buffalo Statler, the first commercial hotel in the United States. These modern, large-chain hotels were also constructed during the later years of this same time period (Gee,

Makens, and Choy, 1989, p.296).

### *1920's*

The world's largest hotel, the Stephens, later the Conrad Hilton and now the Hilton Hotel, was built in 1927. Also during this time, Conrad Hilton's hotel business grew (Brymer, 1988, p.15).

### *1930's*

During the 1930's, in the midst of the depression, the hotel business hit bottom; it was the worst time for the hotel industry and business. The hotel industry experienced myriad bankruptcies that lasted until long after World War II (Gee, et al, p.296).

### *1950's*

After World War II, Conrad Hilton, perceiving there was a pent-up demand for hotel rooms, brought about a merger between Hilton and Statler to create, during the 1950s, the first major chain of modern U.S. hotels. Modern chains ruled the large-hotel market until Hyatt and the newer atrium-style hotel appeared in the 1960s (Gee, et al, pp.296-297).

### *1960's*

During the 1960's, hotel operators and owners accepted the idea that they were a necessary addition to the lodging industry. This development was further reflected in the establishment of the American Hotel and Motel Association (AHMA), whose membership was comprised of all major hotels and hotel chains throughout the United States (Brymer, p.15).

### *1970's*

It was not until the 1970s that many large full-service hotels were built in the United States. The atrium hotel concept introduced by architect John Portman, gave a substantial boost to the Hyatt, hotel chain, whose marketing and operational style quickly became popular. Airport hotels also entered the scene in a big way. The wave of new hotel and motel building during the 1970s, however, resulted in creating overcapacity and depressed occupancies in all but a few key cities in the United States (Gee, et al, pp.298-299).

### *1980's*

Many hotel companies continued to diversify as they began to offer a wide variety of accommodations. In the 1980s, the all-suite hotel became popular. Presently, hotel chains have continued to grow, making the hotel industry as dynamic as ever (Brymer, p.15).

### Recent Trends in the Hotel Industry

A major recent trend in the hotel industry has been manifested in chain operations. The corporation that owns and operates the chain has provided standardized quality, shared advertising, and joint reservation systems. Some are owned by a single company or an individual, and are managed under a Property Management System contract. In a property management contract situation, one company owns the building and contracts with a well-known hotel chain to operate the hotel for a percentage of the profit, or a fee, or both (Timmons, 1994, p.139).

Hotel chains have offered corresponding facilities and services. The design and decor of the rooms and restaurants may even be the same. It has been this similarity that has made hotel chains popular with the traveling public. Those traveling to a strange city are more likely to choose a chain hotel or motel because they have stayed in one in another city and know what to expect (Career Information Center, Sixth Edition, p.2).

Another trend in the hotel industry has been related to the desire of many Americans to be physically fit. Accordingly, hotel restaurants have responded to customer demands for healthier, low-fat, low-calorie even partial or full-vegetarian food, by changing their menus to offer more healthful food. Many such requests have come from business travelers who are conscious of their nutrition. They have a healthy life-style at home and want to maintain it when traveling (Career Information Center, p.2).

The fitness trend has represented one example of a more basic movement in the hotel industry, which has been characterized by offerings of more specialized services and extra features, or amenities. Following the European tradition, many American hotels now employ full-time concierges who help guests make reservations, arrange tours for them, and handle other details to assure a more pleasant stay. Some hotels have special floors for female guests where rooms are outfitted with amenities more suited to their needs (Career Information Center, p.2).

Hotel employees that have catered to overseas guests need to understand the cultural patterns of their guests and learn how to service them. Hotels also need highly-trained staff who understand the culture, language, and behavior of their guests to be able to respond

appropriately (Timmons ,p.152).

While some hotels and motels have become more luxurious, there has been a corresponding trend toward budget hotels and motels. Several hotel chains offer instant coffee and a shoeshine cloth and, many thrifty travelers enjoy this type of accommodation (Career Information Center, p.2).

### Hotel Workers

The hotel industry has become more complex and the demand for more trained personnel is ever increasing. The increasing complexity of hotel work has required employees to have some training, from either a vocational school, college, or university, to assure entrance into a hotel career. Today, there are 1.7 million people working in the hotel industry. Usually, in large hotels, the general manager is in charge, followed by managers of the various departments, such as operations, sales, food and beverage, housekeeping, and accounting. Hotel workers perform a variety of tasks. Traditionally, their jobs have been described by where they work, such as “ front of the house,” or “ back of the house.” Front of the house employees have typically included desk clerks, bellhops, doorkeepers, and others who have direct contact with guests. Back of the house employees have included kitchen workers, housekeepers, accountants, maintenance workers, and others who work behind the scenes (Career Information Center, p.4).

### *Front Office*

The Front Office, the nerve center of the hotel, has typically been considered, “the

first line of defense,” the area the guest usually goes to for any problems or help. The front desk dictates the first impression the hotel guest receives. The primary function of the Front Office has been to receive and register guests and, to make sure the room to which the guest is assigned is his/her specific type of requested room. A typical staff in the front office of a large hotel performs the following, various duties (Haszonics, 1971, pp.1-2):

1. front office manager: supervises and trains the entire staff
2. desk clerk: handles reservations, registrations, and the assignment of rooms
3. mail clerk: takes charge of letters, packages, messages, telegrams
4. key clerk: provides guest keys
5. information clerk: answers or researches guest inquiries
6. record clerk: prepares and distributes records
7. floor clerk: manages the particular floor
8. cashier: receives payment
9. night clerk: performs the same functions as the daytime desk clerk

### ***Kitchen Worker***

Hotel restaurants must offer delicious meals that appeal to travelers. The food and service should keep them coming back to the hotel. Preparing those tasty meals is the job of the hotel cook or chef. Chefs in most hotel restaurants, are responsible not only for food production, but also have management responsibilities. Chefs play an important part in menu planning, purchasing, receiving, and storage; they also supervise the entire kitchen



staff. Kitchen helpers are often young men or women taking the first step in the long apprenticeship to become cooks. All these employees are supervised by experienced personnel who give them necessary training and instructions (Hall, 1977, pp.16-20).

### ***Administrative Staff***

Management jobs in the hotel industry have been essentially administrative, and have included the manager, cashier, bookkeeper, accountant, purchasing agent, and storekeeper. Accountants, for example, are essential in maintaining financial control and management of all business operations. In the hotel industry, hotel restaurants use accountants at regular intervals to examine their records and to assist with financial planning. A manager in the hospitality industry must exhibit many skills and command much specialized knowledge; that is, he/she wants to make the guest welcome personally, and wants to make things work for the guest, wants to make sure the operation will continue providing service and making a profit (Powers, 1995, pp.4-5).

### ***Merchandising Staff***

Merchandising jobs in a hotel restaurant have included those dining room employees who come into contact with the public. The headwaiters and hostesses, waiters and waitresses, bartenders, and bussers, are all responsible for providing the kind of service and atmosphere that will make the customer want to return. The host or hostess is the first person guests meet in the hotel restaurant, and he/she can make an important first impression. Similarly the waiter or waitress make an important impression on customers by the manner in which they deliver the meal to customers (Hall, 1977, p.16).

### Hospitality Industry Training

Training has been essential to good hotel and restaurant management, not only because of the employee's limited education and experience, but also because of his/her direct and indirect contact with the customer. To serve the customer properly and retain his/her patronage requires employees trained in the art of service. The hospitality industry has become highly competitive business with new operations opening up in great numbers than ever before. Increasingly higher demands for better and more specialized hotel service has had far reaching implications for the industry. Training can be the key to maintaining quality in products, and at the same time, reducing employee turnover (Brymer, p.159).

Training has become a critical element in any successful business operation. Properly trained and supervised employees will contribute a consistently high level of service and product quality to a hospitality industry operation. Training employees in the hotel industry has usually centered on the technical skills necessary to get the job done in an effective, satisfactory manner. There are a wide variety of methods for training employees. According to Zabka (1971), the three most effective methods for training hotel employees are:

1. **On-the-job training**
2. **Coach-pupil method**
3. **Vestibule training**

These three methods, considered most popular when training employees in low-level job categories, have been discussed below in detail (Zabka, p.122).

### ***On-the-job Training***

On-the-job employee training has basically been a learn-by-doing method, and is most effective for use in both the skilled and unskilled job categories. The cost of this method is minimal because in the process of training, the employee is being productive. This training should be conducted according to a definite, structured program by using job lists, job breakdowns, and job performance standards as learning guides or lesson plans (Zabka, p.122).

During the first part of World War II, great numbers of war plant workers had to be trained for new jobs in a hurry. At that time, management experts identified a four-step procedure as the best way to go about this rapid training:

1. Tell me. Explain the task to the worker.
2. Show me. Demonstrate the job until the worker is ready to try it.
3. Let me do it. Let the worker perform the task slowly. He or she should be allowed to do it alone until the trainee is independent.
4. Follow up. He or she is able to perform independently.

Following this four-step procedure, the learner has been allowed to actually perform the job task, and the trainer can, in turn, use newly trained employees to help instruct others (Powers, p.477).

In hotel work, those seeking jobs such as housekeeper, porter, dishwasher, waiter, waitress, and similar unskilled jobs, have been trained in a short duration of two days or less. Front office clerks, cashiers, storekeepers, room clerks, and jobs of similar levels can also be

trained on-the-job. Training time in these jobs will vary, depending on the complexity and detail of the work (Zabka, p.123).

On-the-job training provides maximum realism and wastes no time. The trainee can directly benefit from the training because the immediate application is clear, and the trainee receives immediate feedback on job performance from the trainer. According to the four-step training method, trainees are better able to understand and remember the steps which are necessary to perform the job. To the extent these basic steps are followed, the training process will be useful and effective (Forrest, Jr., 1990, p.90).

#### ***The Coach-Pupil Method***

The coach-pupil method often referred to as the “buddy” system, has resembled the on-the-job training method. This training approach has typically used an experienced employee to remain with the trainee until he/she becomes proficient in their job duties. However, this method has the disadvantage of requiring that the coach remain with the trainee at all times during training. Under the coach-pupil method, the coach is assigned to only one trainee, thereby causing the method to be more time consuming and expensive (Zabka, pp.125-126).

#### ***Vestibule Training***

Vestibule training has required taking employees through a short course in hotel and restaurant operations under simulated operating conditions. The method has been very successful in its application to the industry and has permitted groups of employees to participate in the training program at one time. This method has required a duplication of the

work facilities in an area separate from the working area. Vestibule training has been successful used in training waiters and waitresses, busboys, cashiers, and those employed in various food preparation jobs. For example, if the training involves cook trainees, the head cook or chef may be called upon to instruct a cook training course (Zabka, p.126).

### Summary

The research and literature summarized in Chapter 2 supported the following themes:

1. As the needs and tastes of society and business have changed, so too have the style of hotels, hotel rooms, and the products and services provided. The hotel industry of today is highly segmented in terms of the wide variety of lodging options available and the types of markets served.
2. A major trend in the hotel industry is toward chain operations. Some hotels have revised their marketing strategies to meet changes in travel patterns. More special services and extra features, or amenities are now offered by hotels, and restaurants are changing menus to offer more healthful food.
3. Hotel workers perform a variety of tasks. Traditionally, their jobs have been described by where they work—"front of the house" or "back of the house."
4. In the hospitality industry, training begins with the lowest job level in the enterprise and goes all the way to the top of the organization. Well-trained employees are happier with their jobs, stay with the company longer, perform

their duties with more enthusiasm and, will make sure that customers are satisfied when they visit.

## CHAPTER 3

### PROCEDURES OF THE PROJECT

The purpose of the project was to design a model training program to prepare hotel service employment candidates for hire, in selected hotels in Vancouver, British Columbia, Canada. To accomplish this purpose, a review of current literature regarding training criteria for hotel service occupations employment was conducted.

Chapter 3 contains background information describing:

1. Need for the project
2. Development of support for the project
3. Procedures
4. Planned implementation and assessment of the project

#### Need for the Project

The need for this project was influenced by the following considerations:

1. Current research has convinced the writer (Kevin Li-Ming Lu), a student of sound management practice, that a well-designed employee training program is essential for the development of human resources skills in any successful business enterprise.
2. The writer, a graduate with a Bachelor of Arts degree in Public Finance, of the

National Chung Hsing University, Taipei, Taiwan, and a prospective hotel manager in Vancouver, British Columbia, Canada, has been searching for ways to further develop his knowledge and skill in the field of the hospitality industry.

3. While pursuing graduate studies at Central Washington University, Ellensburg, Washington, the writer has conducted extensive research related to the design and development of model training programs for hotel service employment candidates.
4. In many countries, the growth of tourism as an industry, has been severely limited by the lack of adequately trained personnel. The need to take a professional approach to human resource planning and development, encouraged the writer to design and develop a model training program to prepare hotel service employment candidates for hire.
5. Undertaking this project coincided with the writer's graduate studies at Central Washington University.

#### Development of Support for the Project

The writer's prior employment with the ECHO Department Store in Taipei, Taiwan, as an operations/sales manager, profoundly influenced and established his belief that employee training is vital to the establishment of desired response patterns for information processing and performance of tasks. His subsequent decision to develop a model training



program in hotel service occupations employment orientation and skill development for hotel service employment candidates has evolved in concert with his plans to pursue a career as a hotel manager in Vancouver, British Columbia. Following his admission to the graduate studies program at Central Washington University in 1996, the writer undertook in-depth research related to the hotel industry and employment training for hotel service employment candidates.

### Procedures

To obtain background information essential for developing a model training program to prepare hotel service employment candidates for hire, an Educational Resources Information Center (ERIC) computer search was conducted.

### Planned Implementation and Assessment of the Project

Implementation of the model training program to prepare hotel service employment candidates for hire has been tentatively scheduled for fall, 1997, in selected hotels in Vancouver, British Columbia, Canada. Following implementation of the model training program, it would be essential for the hotel management to work collaboratively and cooperatively with all employees to plan and design performance-based assessment procedures needed to determine program success. Examples of assessment may include employee performance, attitude, human relations skills, and job satisfaction. Assessment

data will be used to modify the model training program at the discretion of the hotel administrative/management team.

## CHAPTER 4

### THE PROJECT

The model training program for preparing hotel service employment candidates for hire, which was the subject of this project, has been presented in Chapter 4 in four parts:

Part One: Pre-Employment Training

Part Two: Jobs Requiring No Specialized Training

Part Three: Jobs Requiring Some Specialized Training/Experience

Part Four: Jobs Requiring Advanced Training/Experience

A MODEL TRAINING PROGRAM TO PREPARE  
HOTEL SERVICE EMPLOYMENT CANDIDATES FOR HIRE,  
VANCOUVER, BRITISH COLUMBIA, CANADA

Prepared by

Kevin, Li-Ming Lu

Central Washington University

June, 1997

## TABLE OF CONTENTS

<u>PART ONE</u>	<u>PAGE</u>
Pre-Employment Training	
Introduction	P-5
Evaluating Yourself	P-5
Evaluating Jobs	P-7
Ways to Find Job Openings	P-7
Presenting Yourself on Paper	P-8
Presenting Yourself in an Interview	P-10
College/University Degree Programs	P-11
<u>PART TWO</u>	
Jobs Requiring No Specialized Training	
Introduction	P-14
Dining Room Attendant	P-14
Hotel Desk Clerk	P-15
Hotel Houseworker	P-16
Waiter and Waitress	P-17
<u>PART THREE</u>	
Jobs Requiring Some Specialized Training/Experience	

Introduction	P-20
Professional Cooks/Chefs	P-20
Head Waiter and Waitress	P-21

PART FOUR

Jobs Requiring Advanced Training/Experience

Introduction	P-24
Hotel Executive Housekeeper	P-24
Hotel Manager	P-25

PART 1

PRE-EMPLOYMENT TRAINING

TABLE OF CONTENTS

	<u>PAGE</u>
◆ Introduction	P-5
◆ Evaluating Yourself	P-5
◆ Evaluating Jobs	P-7
◆ Ways to Find Job Openings	P-7
◆ Presenting Yourself on Paper	P-8
◆ Presenting Yourself in an Interview	P-10
◆ College/University Degree Programs	P-11

## PART 1

### PRE-EMPLOYMENT TRAINING

#### Introduction

Finding good jobs in the field of hospitality is not easy, and getting the “right” job is even more difficult. If you are looking for your first job, reentering the labor market, trying to get a new job, or planning a mid-career change, there are things you can do to make the process easier and more rewarding. Part 1 of this chapter has been designed to serve as your guide to the process of finding a job in the hospitality industry, and to help you define your career objectives and work out a strategy to achieve these goals (Career Information Center, Fourth Edition, p.13).

#### Evaluating Yourself

Evaluating Yourself will help you take a close look at your interests, skills, and values so that you can make suitable and satisfying career choices (Career Information Center,p.13).

As suggested in the above statement, taking time to assess one’s strengths, weaknesses, and interests, can help a person to make in advance important career decisions. When you know what you do well and what you enjoy doing, you may find a career pattern beginning to develop. This self-assessment will be helpful when you are



deciding what kind of work you want to consider. It will also save time when you are writing resumes, filling out applications, and preparing for job interviews. For example, compiling a work characteristics checklist is one way to decide what kind of work you may want to do. Specifically, try answering the questions by deciding which job characteristics are more important to you.

#### Work Characteristics Checklist

Do you want a job in which you can:

- ◆ work outdoors?
- ◆ be physically active?
- ◆ work with your hands?
- ◆ be challenged mentally?
- ◆ work with people?
- ◆ work with machines?
- ◆ work independently?
- ◆ work on a team?
- ◆ follow clear instructions?
- ◆ earn a lot of money?
- ◆ have a chance for quick promotion?
- ◆ have good benefits?

- ◆ travel in your work?
- ◆ work close to home?
- ◆ work regular hours?
- ◆ have a flexible schedule?
- ◆ have supervisory power?
- ◆ be a decision maker?
- ◆ do detailed work?

(Career Information Center, p.14).

#### Evaluating Jobs

After you have taken a good look at what you do well and what you enjoy doing, the next step is to see how different jobs measure up to your abilities and interests. First make a note of all the jobs you prefer, and then examine the education and training required for those jobs. If you do not qualify, it is worth making an effort acquire the training. One can also talk with someone who has such a job. They may give you extra information which can be invaluable. By following these steps for all the jobs that appeal to you, you should be able to build up a number of jobs that match your interests and abilities (Career Information Center, pp.14-15).

#### Ways to Find Job Openings

Once you have decided what kind of job suits you, the next step is to look for available positions. You can use various methods and techniques to find openings for the kind of

work you want to do. The following selected methods can be used to find out about job openings:

1. Applying in Person: Apply directly to the company or companies for which you would like to work.
2. Help-Wanted Ads: Help-wanted ads that have their own telegraphic language tell you how to contact the employers, and they generally state qualifications required.
3. Networking: Talk with friends and acquaintances about jobs in your area of interest.
4. Placement Services: Most vocational schools, high schools, and colleges have a placement service to provide help in finding job leads.
5. Private Employment Agencies: Are in the business of bringing together people who are looking for jobs and companies that are looking for workers (Career Information Center, p.16)

#### Presenting Yourself on Paper

The first impression you make on an employer is likely to be on paper. Whether in an application form or a letter, you will want to make as good an impression as possible so that employers will be interested in giving you a personal interview. Three methods for presenting yourself on paper are:

1. *Writing an Effective Resume*
2. *Writing Application Letters*
3. *Completing the Application Form*

These three methods have been discussed below in detail (Career Information Center, p.22).

### *Writing an Effective Resume*

A resume that briefly outlines your education, work experience, and special abilities and skills is a useful tool in applying for almost any job in the field of hospitality. The idea of a resume is to capture the interest of potential employers so that they will call you for a personal interview. Because employers are busy people, the resume should be as brief and as neat as possible, and presented under such headings as "Education" and "Work Experience." Many people add a third section titled "Special Skill," or "Personal Qualifications." Five suggestions for writing an effective resume are:

1. State Your Objective
2. Describe What You Have Done
3. Chronological and Functional Resume
4. Explain Special Skills
5. Have References Available

Above all, remember this cardinal rule when writing your resume: Be truthful, emphasize your assets, and show the abilities, skills, and specific interests that qualify you for a particular job (Career Information Center, pp.22-26).

### ***Writing Application Letters***

A good cover letter should be neat, clear, and brief, with no more than three or four short paragraphs. Begin your letter by explaining why you are writing, inquiring about possible job openings at the company, or responding to an advertisement in a particular publication. Let your letter lead into your resume. Use it to call attention to your qualifications (Career Information Center, p.26).

### ***Completing the Application Form***

Many companies ask job applicants to fill out an application form. This form usually duplicates much of the information on your resume, but it will probably ask some additional questions as well. Be prepared to answer these and other questions that you have not answered in your resume. Take care to think before you write and avoid crossing out (Career Information Center, pp.26-29).

### **Presenting Yourself in an Interview**

There are a number of things you can do to prepare for an interview. You should give thought to why you want the job and what you have to offer. Then, review your resume so that you can keep your qualifications in mind. To “be successful” practice the following:

1. Find out all you can about the job and employer.
2. Dress appropriately for the job.
3. Show good manners. Be on time. Don't smoke or chew gum.
4. Try to be natural. Show self-confidence, but don't put on airs.

5. Be brief and to the point.
6. Be prepared to ask questions.
7. Leave the subject of salary until the end of the interview.
8. Follow up. Write a note of thanks for interview and to express a continued interest in the job.

(Career Information Center, pp.29-33).

### College/University Degree Programs

Hospitality is one of the largest and fastest-growing industries in the world. To keep up with the rapid pace of expansion, this \$ 2 trillion giant industry needs well-trained, qualified managers and workers. Where can you get this training? How can you tell which programs are right for you? Answers to these questions are found in College and University programs where you will find the training and education needed for employment in this exciting industry. Enrolling in these programs will help you to learn about job opportunities and career paths you may choose. Both two and four-year college and University programs are available in the hotel, and restaurant/hospitality and management field.

The model training program designed for purposes of this project was intended for implementation in selected hotels in Vancouver, British Columbia, Canada. The writer (Kevin, Li-Ming Lu), sought to identify two and four-year college and university programs in the Pacific Northwest with highly regarded training programs that prepared candidates for

hire in the hotel, and restaurant/hospitality field. Programs identified were:

**Two-Year Programs:**

- ◆ Spokane Community College, Spokane, WA
- ◆ Seattle Community College, Seattle, WA
- ◆ Vancouver Community College, Vancouver, British Columbia, Canada

**Four-Year Programs:**

- ◆ Washington State University, Pullman, WA
- ◆ University of Nevada, Las Vegas, Nevada

PART 2

JOBS REQUIRING NO SPECIALIZED TRAINING

TABLE OF CONTENTS

	<u>PAGE</u>
◆ Introduction	P-14
◆ Dining Room Attendant	P-14
◆ Hotel Desk Clerk	P-15
◆ Hotel Houseworker	P-16
◆ Waiter and Waitress	P-17



## PART 2

### JOBS REQUIRING NO SPECIALIZED TRAINING

#### Introduction

Hospitality work that needs no special education typically includes such jobs as Dining Room Attendant, Hotel Desk Clerk, Hotel Houseworker, Waiter and Waitress, and so on. Sometimes these jobs do not require a high school diploma. These workers are almost always trained on the job.

#### Dining Room Attendant

Dining room attendants, formerly called busboys, work in restaurants, cafeterias, and hotel dining rooms. They clear tables, unload trays in the kitchen, and separate dishes, silverware, and linen. They set tables, lay tablecloths, arrange silverware, light candles, and fill flower vases. They may have to arrange tables and chairs to make room for large groups, and are responsible for seeing that the sideboard is well stocked with utensils, napkins, glasses, tablecloths, table decorations, and food, such as butter and bread. They may also be expected to wash mirrors, vacuum carpets, clean and wax floors, and help to clear up spills (Career Information Center, p.42).

In addition to these duties, dining room attendants provide high chairs for children, help serve food, carry trays, and fill water glasses as assistants to waiters and waitress. These workers do not need special education and a high school diploma. They learn all about the

operation of the kitchen and dining room on the job. They may be promoted to positions as waiters or waitresses or if they are interested in preparing food, they may seek work as a kitchen helper (Career Information Center, pp.42-43).

You can apply directly to hotels and answer want ads in the newspaper. If you are a student, apply for work in your school cafeteria. There are both part-time and full-time positions available. The employment outlook is very good for dining room attendants that will have many opportunities for job advancement. If you are interested in working these jobs, you can write or apply in person to hotels (Career Information Center, p.42).

#### Hotel Desk Clerk

Hotel desk clerks are part of the hotel front office staff, and are responsible for checking guests in and out, providing information about rates and the kinds of services the hotel provides, and assigning guests to rooms. These employees have the most contact with guests, and it is their job to make sure that guests have a pleasant visit. Most hotels prefer to hire desk clerks who have at least a high school education or some college experience. It is helpful to have at typing, bookkeeping, and computer skills. Hotel desk clerk must have a neat appearance and be able to get along well with people. The employment outlook is good for hotel desk clerks, and those who do their job well can move up to positions of assistant manager or front-office manager. Further education is useful in seeking promotion, and many colleges and universities now offer courses and programs in hotel management (Career Information Center, pp.52-53).

There are many kinds of hotel desk clerks. Such as key clerks, reservations clerks, rack clerks, mail clerks, and information clerks. They are as follows:

1. Key clerks: Issue and receive room keys.
2. Reservations clerks: Handle reservations that guests make in advance by mail or by telephone.
3. Rack clerks: Keep track of which rooms are occupied and unoccupied.
4. Mail clerks: Are in charge of the guests' mail and telegrams.
5. Information clerks: Tell guests about local places of interest and give directions.

All above these jobs, you can apply directly to hotels and motels in which you want to work (Career Information Center, p.52).

#### Hotel Houseworker

Houseworkers are the staff members who perform cleaning duties in hotels. For examples, most hotels have laundry facilities for cleaning towels, linen, bedding, and workers' uniforms. Some houseworkers work only in the laundry area. Some houseworkers clean guest rooms while others work in lobbies, lounges, and conference, and banquet rooms, where they clean carpets and move and set up furniture. Houseworkers generally need no formal education, and experience cleaning their own home is usually sufficient training for obtaining this kind of employment. Although most hotels provide on-the-job training, houseworkers must be able to work quickly and efficiently and should have a neat,

clean appearance (Career Information Center, p.54).

Houseworkers who have gained experience working in small hotels or motels may advance to the position of executive housekeeper. Usually a great deal of experience is needed to become an executive housekeeper (Career Information Center, p.55).

### Waiter and Waitress

Waiters and waitresses are restaurant employees who serve guests by making them feel welcome and comfortable, taking their orders, serving the meal, clearing the area and setting the table for the next party of guests. These employees also maintain service areas in the dining room and kitchen so that everything is ready for smooth, efficient service (Sondra J. Dahmer, 1988, p1).

There are no formal educational requirements for waiters and waitresses, although employers prefer to hire people who have a high school education. Some vocational schools offer training, but most waiters and waitresses learn their skills on the job. To qualify for a position as a waiter or waitress, candidates must be:

1. **Reliable:** To be to work on time, serve the customers properly, and complete all tasks assigned.
2. **Cooperative :** Be willing to work with co-workers in a common effort toward completing assigned work.
3. **Personable :** To be friendly, patient, and courteous to guests, co-workers, and

management.

4. Healthy : To avoid spreading disease and to maintain a good appearance.
5. Knowledgeable : To learn serving methods and how to apply them in a smooth, efficient manner.
6. Persuasive: Have the ability to sell yourself, the restaurant, and the menu.
7. Attentive: To concentrate on the job and never leave a station unattended (Sondra, p.2).

Waiters and waitresses who do a good job may be promoted to a work shift that offers better opportunities for tips, become hosts or hostesses or head waiters or waitresses. In some restaurants, waiters and waitresses must meet special requirements, such as speaking a foreign language or having knowledge of formal table service. Many restaurants require that all waiters and waitresses have health certificates confirming they are free of communicable diseases (Career Information Center, pp.70-71).

PART 3

JOBS REQUIRING SOME SPECIALIZED TRAINING/EXPERIENCE

TABLE OF CONTENTS

	<u>PAGE</u>
◆ Introduction	P-20
◆ Professional Cooks/Chefs	P-20
◆ Head Waiter and Waitress	P-21

## PART 3

### JOBS REQUIRING SOME SPECIALIZED TRAINING/EXPERIENCE

#### Introduction

The hospitality industry requires thorough knowledge of food service and an understanding of management techniques. There are a number of ways to prepare for these kinds of jobs. Some two-year colleges offer training in food service, while some learn on the job and others study cooking and food preparation in technical or trade schools. In addition other candidates may major in home economics or restaurant management at a four-year college/university.

#### Professional Cooks / Chefs

A professional worker in food service needs special physical, mental, and emotional qualities. Technical skill in food preparation is not enough. Equally important is the person's relationship to fellow-workers and management (Mary and Beda, 1981, p.17).

Professional cooks are those who have been trained for the job, probably in one of the well-known apprentice schools in Switzerland, France, Italy, and Germany. The executive chef ranks at the top among professional cooks, with cook's helpers at the bottom. In this type of kitchen organization, the entire personnel is known as the brigade. The brigade includes chefs, cooks, assistant cooks, cooks' helpers, and anyone else who works in the kitchen. The duties and responsibilities of the executive chef includes planning menus,

ordering food, preparing payroll, keeping records, planning special affairs, and interviewing new cooks (Mary and Beda, p.15).

Two-year community college courses of study are available which are designed to train qualified students in the organization and operation of hotel, motel, restaurant, and beverage service enterprises. The programs will, for example, teach culinary theory while allowing students to polish their skills through practice. After completing such a program, the student will receive an Associate in Applied Science (A.A.S.) degree. This program includes:

1. Dining Area
2. Basic Kitchen
3. Pastries
4. Advanced Kitchen

(Mary and Beda, p.16).

#### Head Waiter and Waitress

Head waiter and waitresses are an important part of the hotel, restaurant, and catering business. Their job is to make sure banquets another gatherings run smoothly and that guests are pleased with the service (Career Information Center, p.80).

Head waiters and waitresses have complete charge over the dining room. They must plan ahead so that the dining room can be used two or three times each day, and must be alert for any detail that may disturb guests. As there are no formal education requirements for head waiters and waitresses, these individuals generally get their training on the job while



working in a restaurant (Career Information Center, p.80).

Head waiters and waitresses work directly under the supervision of the catering manager who has attracted the banquet party to the restaurant. In some restaurants the head waiter or waitress is also the catering manager. The catering manager plans the menu, discusses prices, and plans the entertainment and service for the affair. Although the range of tasks for head waiters and waitress varies considerably, from planning a banquet to making sure that salt and pepper shakers are filled, the primary job is to insure that the guests have an enjoyable banquet (Career Information Center, p.80).

PART 4

JOBS REQUIRING ADVANCED TRAINING/EXPERIENCE

TABLE OF CONTENTS

	<u>PAGE</u>
◆ Introduction	P-24
◆ Hotel Executive Housekeeper	P-24
◆ Hotel Manager	P-25

## PART 4

### JOBS REQUIRING ADVANCED TRAINING/EXPERIENCE

#### Introduction

A number of hospitality industry positions require university level training and a college degree is becoming more and more important. College courses in food preparation, accounting, economics, and business management provide good preparation. Universities that offer programs in hotel and restaurant management offer excellent training for a career in food and beverage management.

#### Hotel Executive Housekeeper

Hotel executive housekeepers direct all aspects of housekeeping functions in hotels and motels. They are responsible for keeping hotels and motels neat, clean, and attractive. Several two-year, and four-year colleges along with vocational schools offer programs in executive housekeeping. A few schools offer degrees in administrative housekeeping. Large chain hotels and motels usually require candidate executive housekeepers to take part in a one-year internship program under the supervision of an experienced executive housekeeper (Career Information Center, p.102).

Executive housekeepers should have good organizational skills and should enjoy working independently as well as with hotel or motel management, staff, suppliers, and the public. Several duties are involved in their job. They are as follows:

1. Supervise houseworkers who clean, do laundry, and perform routine maintenance chores.
2. Order supplies and prepare budgets for the housekeeping department.
3. Report to the general manager of their establishment.
4. Train new employees and assign duties to members of the staff (Career Information Center, p.102).

The employment outlook for executive housekeepers is good through the year 2000. New jobs will occur as the hotel industry grows.

### Hotel Manager

Hotel managers are responsible for the overall operation of their establishments, and serious candidates for hotel management positions are advised to complete post-secondary education and training specializing in hotel management and related programs. A bachelor's degree or an advanced degree is becoming more and more necessary for advancement (Anthony J. Strianese, 1990, p.19).

Hotel managers must understand hotel administration, hotel accounting, the economics of food service, and general hotel engineering. Successful hotel managers must be able to get along with guests as well as with hotel employees. The ability to make quick decisions of a business and social nature while maintaining composure under stress is vital. They must have good communication and supervision skills, should be sympathetic to the needs of

others, and enjoy working with a variety of people. The successful hotel manager must have the following qualifications:

1. Knowledge of food and beverage service
2. Have a friendly, outgoing personality, and be in good physical condition
3. Organizational skills
4. Ability to stay calm under pressure and to resist temptation
5. Be diplomatic
6. Know how to train employees

(Anthony, p.19).

A two-year or four-year college/university degree in hotel-motel management is preferred for hotel management positions, especially for those in large hotels and hotel and motel chains. Programs in hotel administration require students to work in hotels to gain practical experience. Hotel and motel chains offer on-the-job training to help candidates understand practice (Career Information Center, p.104-105).

## CHAPTER 5

### SUMMARY, CONCLUSIONS, RECOMMENDATIONS

#### Summary

The purpose of this project was to design a model training program to prepare hotel service employment candidates for hire, in selected hotels in Vancouver, British Columbia, Canada. To accomplish this purpose, a review of current literature regarding training criteria for hotel service occupations employment was conducted .

#### Conclusions

Conclusions reached as a result of this project were:

1. Management executives of hospitality companies have recognized the importance of making employee training a priority within their organizations.
2. The overall value of a well planned orientation and training program is directly related to the success of the new employee as well as to the success of the hospitality organization.
3. Those responsible for designing training programs for hotel service employment candidates should consider: pre-employment training; jobs requiring no specialized training; jobs requiring some specialized training/experience; and jobs requiring advanced training/experience.

### Recommendations

As a result of this project, the following recommendations have been suggested:

1. Hospitality company management should make employee training a priority within their organization.
2. To ensure both the success of employees and the hospitality organization, a well planned, ongoing job orientation and training program should be implemented by management.
3. A comprehensive hotel service employment training program should address pre-employment training; jobs requiring no specialized training; jobs requiring some specialized training/experience; and jobs requiring advanced training/experience.
4. Hotel owners seeking to develop an effective training curriculum for upgrading existing employees and training new employees may wish to adapt the curriculum developed for the purpose of this project or, undertake further research on this subject to meet unique needs.

## REFERENCES

- Anthony J. Strianese, Dining Room and Banquet Management. New York: Delmar, Inc. 1990.
- Career Information Center, 6th Edition. Toronto: Macmillan of Canada. 1996.
- Chuck Y. Gee, et al. The Travel Industry. Second Edition. New York: Van Nostrand Reinhold. 1989.
- David Wheelhouse, Managing Human Resources in the Hospitality Industry. Michigan: The Educational Institute of the American Hotel & Motel Association. 1989.
- Eugene J. Hall, The Language of Restaurants and Catering in English . New Jersey: Prentice-Hall, Inc. 1977.
- John R. Zabka, Personnel Management and Human Relations. New York: ITT Educational Services, Inc. 1971.
- Joseph J. Haszonics, Front Office Operation. New York: ITT Educational Services, Inc. 1971.
- Lewis C. Forrest, Training for the Hospitality Industry. Second Edition. Michigan: The Educational Institute of the American Hotel & Motel Association. 1990.
- Mary Frey Ray and Beda A. Dondi. Professional Cooking and Baking. Peoria: Bennett Publishing Company. 1981.
- Mary L. Tanke, Human Resources Management for the Hospitality Industry. New



York: Delmar, Inc. 1990.

Robert A. Brymer, Introduction to Hotel and Restaurant Management. Iowa: Kendall & Hunt Publishing Company. 1988.

Ronald A. Nykiel, Marketing in the Hospitality Industry. Second Edition. New York: Van Nostrand Reinhold.1989.

Sondra J. Dahmer, The Waiter and Waitress Training Manual. Third Edition. New York: Van Nostrand Reinhold.1988.

Tom Powers, Introduction to Management in the Hospitality Industry, 5th Edition. New York: John Wiley & Sons, Inc.1995.

Veronica Timmons, Tourism and Travel: Focus Canada, 4th Edition. Vancouver: Getaway Publications Inc. 1994.