

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.

<b>Unit Title</b> 16 Human Resources in Travel and Tourism	<b>Unit Code</b> G735	<b>Session</b>	<b>Year</b>	<b>Page No.</b>
<b>Centre Name</b>				
<b>Candidate Name</b>				

**Centre Number**

**Candidate Number**

**Evidence:** You need to produce a report comparing and contrasting the management of human resources within two travel and tourism organisations. You also need to produce evidence showing how you have planned a successful recruitment and selection process for a travel and tourism related job role. Evidence of your participation as a candidate for a different interview is also necessary. To complete this process, you will give an evaluation of how one of your chosen organisations manages the performance and discipline of its staff.

**Criteria**

Criteria	Teacher Comment	Page No.
<p><b>AO1.1:</b> 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><b>AO1.2:</b> 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><b>AO1.3:</b> 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>A good understanding of the main issues involved in the planning of HR</p> <p>Comparison/Contrasts between the two organisations reflecting values and attitudes</p> <p>Further information for Mgt/Planning for CSH included in A04</p>	1 - 22
<p><b>AO2.1:</b> 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><b>AO2.2:</b> you provide a plan and implementation programmed 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 job 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><b>AO2.3:</b> you provide thorough evidence of the planning and implementation 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>Thorough evidence of planning and implementing a HR process for a Trainee Receptionist at CSH which includes: Comp Needs Analysis Job Description Person Specification</p>	79 - 93
<p><b>AO3.1:</b> You provide a clear and accurate description of the job role, 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><b>AO3.2:</b> you provide a clear and accurate description of the job role, 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><b>AO3.3:</b> you provide a clear and accurate description of the job role, 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>10</p> <p>demonstrating a sound application of knowledge &amp; understanding.</p>	

Criteria			Teacher Comment	Page No
<p><b>AO3.1:</b> You provide limited evidence of your participation in an interview, as a candidate, for a job role in the travel and tourism industry;</p> <p>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;</p> <p>[0 1 2 3 4 5]</p>	<p><b>AO3.2:</b> 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;</p> <p>you provide an analysis of your performance, with some attempt at making recommendations for improvement in your performance or further skills that you need;</p> <p>[6 7 8 9]</p>	<p><b>AO3.3:</b> you provide <u>comprehensive research</u> into the requirements of the job for which you are being interviewed, and you give a <u>mature performance</u> in an interview situation for this job within the travel and tourism industry;</p> <p>you also produce a <u>thorough analysis of your performance</u> during this interview, with well-considered recommendations for improvement in your performance and the skills which you need to develop to improve this performance.</p> <p>[10 11 12 13]</p>	<p>Good, thorough preparation for your interview for least representative job</p> <p>Excellent skills demonstrated at interview — See Appendix</p> <p>Thorough analysis of performance with well considered recommendations for improvement</p> <p>12</p>	37-7
<p><b>AO4.1:</b> You evaluate briefly how your chosen organisation manages the training, motivation, performance and discipline of its staff and you draw some supported references to relevant legislation are limited; there are omissions and/or inaccuracies in your interpretation of technical language or content;</p> <p>[0 1 2 3 4 5]</p>	<p><b>AO4.2:</b> 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;</p> <p>[6 7 8 9 10]</p>	<p><b>AO4.3:</b> you produce a <u>critical and comprehensive evaluation of the way the chosen organisation manages the training, motivation, performance and discipline of its staff</u>, which includes <u>valid conclusions and recommendations for improvement reflecting the effects of legislation and the values and attitudes of stakeholders</u>.</p> <p>[11 12 13 14 15]</p>	<p>Critical, Comprehensive evaluation of Training, Motivation, Performance and discipline at Crown Spa Hotel.</p> <p>Valid conclusions and recommendations reflecting legislation. Brief on Stakeholders</p> <p>13</p>	79-9
<b>Total/50</b>			<b>43</b>	

If this work is a re-sit, please tick  Session and Year of previous submission

Jan / June

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Please tick to indicate this work has been standardised internally

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](http://www.ocr.org.uk)).

Please complete one *Centre Authentication Form* (CCS160) 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 in Travel and Tourism

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# AO1 –

A report on the  
management and  
planning of human  
resources at the Crown  
Spa Hotel and the  
Scarborough Tourist  
Information Centre



## Unit 16 - Human Resource Management

### AO1- Human Resource Planning

AO1-3

#### Report comparing and contrasting the management and planning of human resources within the Crown Spa Hotel and the Scarborough Tourism Information Centre.

The information in this assignment has been received from Vicky (human resources manager at the Crown Spa Hotel) and Kirsty (Scarborough Tourist Information Centre).

The Crown Spa Hotel is situated on the Esplanade in Scarborough with breathtaking views of the South Bay and is the only 4\* hotel on the Yorkshire Coast. It has 91 bedrooms which are spread over 3 floors and these are split into 5 classes; comfort rooms, superior rooms, feature rooms, mini suites and the Victoria suite.



source: [www.crownspahotel.com](http://www.crownspahotel.com)

The Scarborough Tourist Information Centres consists of 5 different tourist information centres situated across Scarborough and the surrounding area. These are; the tourism bureau in the Scarborough Town Hall, the Brunswick Shopping Centre, Harbour side Tourist Information Centre, Whitby Tourist Information Centre and Filey Tourist Information Centre.

Both organisations are funded differently and have different aims and objectives. The Crown Spa Hotel is private company and aims to make as much profit as possible whereas the Tourist Information Centre is a public sector organisation run by the council and aims not to make a profit but to provide a service.

### Human Resource Management

Human Resource Management is the part of the management within an organisation and plays a main part in the everyday running of it. This can include everything from recruiting and training staff, to keeping existing members of staff and firing others. Human Resource Management also includes administrative issues such as pay, holiday entitlement and sick leave.

It is important for any organisation to plan for Human Resources so that they always have enough trained staff and are never left short staffed. For example the Crown Spa Hotel needs to plan for Human Resources so that they always have enough properly trained staff in each area of the hotel. If it is not planned properly the Crown Spa Hotel could end up not having enough trained bar staff on a night when it is busy which could result in them losing customers. It is also important to plan Human Resources because in many organisations today, employment costs are the single largest costs and it is a lot cheaper for a business to keep existing employees through training and development than to advertise for a replacement. For example it costs the Crown Spa Hotel on average £3000 to recruit a new manager and £1500 to recruit a supervisor. This means that the staff need to be managed effectively so that they remain happy with the organisation and do not leave.

### Needs Analysis

A needs analysis is a management tool that an organisation uses to identify the amount of staff needed at any given time. As well as identifying the number of staff needed it also enables the human resources department to work out the type and skills of the employee best suited to each job. Needs analysis is an important part of human resource planning in travel and tourism organisations as many of these organisations are affected by seasonality and can be a lot busier at certain times than at others. This means that the organisation needs to ensure that they always have the right number of suitably qualified and experienced employees for every department so by carrying out a needs analysis they can ensure this always happens.

The Crown Spa Hotel uses a needs analysis to ensure that they always have the right amount of fully qualified staff in each department of the hotel. The needs analysis is done by Vicky Riley the Human Resources Manager. She has to work out how many staff they will need in each area of the hotel such as the restaurant and on the reception at all times. To do this she uses a spreadsheet which helps her to work out how many staff she will need at any given time. To work this out the Crown Spa Hotel need to know how many people there will be in the hotel each day as this will influence the amount of staff needed. For most areas it is easy to do this as the hotel will know how many people are staying each night so they can carry out a needs analysis easily however the restaurant is open to the public so it is more difficult to carry out a needs analysis as the hotel can never be sure how many customers they will have in the restaurant. One way in which the Crown Spa Hotel work out how many staff they will need is to find out how many people will be in a certain area of the hotel and then give that area a certain number of hours to use for staff. For example if they know there will be 100 people in the restaurant for breakfast they will give the restaurant 20 hours to use for staff e.g. 4 staff doing 5 hours

each. The Crown also stagger their staff so that they only have the staff in when they need them. This could mean that there is only one member of staff in the restaurant first thing on a morning to set it up and then 3 staff on at 8 when it gets busier.

In comparison, the Scarborough Tourist Information Centre also uses a needs analysis to work out how many staff it needs at any given time however the needs analysis of the TIC is different to the needs analysis that the Crown Spa Hotel uses. The TIC does not use a spreadsheet to work out the number of employees needed like the Crown Spa Hotel does, instead it uses a number of different methods of working out how many employees are needed. One of the main methods they use is to set targets and if they are not met it is usually an indication that more staff are needed. Some of the targets that the TIC have to meet are;

- o Service level – the TIC aim to achieve around a 92% service level but if it drops below 80% they know that more staff are needed.
- o Revenue – the TIC earn commission on each booking that is made. They aim to earn £39000 commission per year so if it is lower they are likely to need more employees.

Another method that the TIC uses to work out how many employees are needed is a footfall. This is a counter on the door of each centre which counts how many people enter the centre each day. This helps them to work out how many staff are needed because if there are high numbers of visitors to the tourist information centres then they know they will need more staff than if there is a low number of visitors. The number of phone calls is also monitored and this helps in the same way that the footfall does.

This is different to the Crown Spa Hotel as they do not use any targets to carry out a needs analysis and work out how many staff are needed as this is all worked out by the Human Resources Manager using a

spreadsheet. They do however both do use the numbers of customers in each organisation to work out how many staff are needed as they need to make sure that they have enough staff to cater for all customers. It is usually easier for an organisation such as the Crown Spa Hotel to work out the number of staff needed in relation to the number of guests as the guests usually book in advance so they can easily find out how many customers they have in the hotel each day whereas the Tourist Information Centre cannot do this because they will not know how many visitors they will get each day as they just walk in. However the Tourist Information Centre will use previous figures and the footfalls to give them an idea of how many customers they will receive.

### Labour Market

The Labour Market is the total population available to work, whether employed or unemployed from which an employer can fill job vacancies. Employers offer jobs and employees offer skills so they work together to benefit each other.

It is important for organisations to have a good understanding of the labour market as they need to know where they can get the required staff from. This means that the Human Resource Department at both organisations needs to be aware of the current labour market so they know how easy it will be for them to find the required staff. It will be easier for a business to get unskilled workers such as waitresses than it will be to get highly qualified employees such as managers. If the Crown Spa hotel needs a high quality chef they might need to advertise further away and in specialist places such as catering magazines than they would if they just needed a waiter. This is because it is harder to find specialist staff and organisations often need look

further away however this also costs the business more money. There are many different factors, both external and internal, that can affect the labour market and these are;

A01.3  
External factors

- o The Economy – the economy is a major influence on the labour market. We are currently experiencing a credit crunch and are heading for a recession. This means that people do not have as much disposable income so they may choose not to go on holiday. Holidays are seen as a luxury and as people will not have as much money they will give up luxuries as they will still need to spend money on essential things such as food and clothes. As the Crown Spa Hotel is a 4\* hotel it costs more than many other hotels in the area so people might choose to stay at a lower rated hotel to save money if they still want to have a holiday. Also if interest rates rise this would also mean that people will have less disposable income so employees will want higher rates of pay so that they can increase their level of disposable income again. This means that the Crown Spa Hotel is very much affected by changes in the economy and if the economy continues to decline then the Crown Spa Hotel could suffer greatly as they will lose a lot of custom as people will not be able to afford to stay there. This means that the Human Resource department at the CSH need to be aware of any changes in the economy so they can adjust their human resources to adapt to the changes.

In comparison the Scarborough Tourist Information Centre will also be affected by the economy. As we are experiencing a credit crunch and heading for a recession people do not have as much money to go on holiday. This means that Scarborough

will receive fewer tourists which will then result in less custom for the TIC. If the TIC starts losing custom this will affect them as they will start losing revenue and will not be reaching their targets. The Tourist Information Centres also receive around £600 per year from all the hotels that they have on their books. If there are not as many people going on holiday they will not be able to make as many bookings for the hotels which could then result in the hotels not using the TIC. This would affect the TIC greatly as they would be losing £600 for each hotel that they have. This also means that the HR department will need to adjust to the changes which could mean hiring new staff or making some redundant which is what is most likely to happen in the present economic downturn.

- o Employment Levels – employment levels will affect both the Crown Spa Hotel and the TIC in similar ways. Unemployment levels are now at their highest rate for a long time with 1.72million people now unemployed (source: BBC news 17<sup>th</sup> September 2008). This means that people will not have as much money as they are not working so they will not be able to afford to go on holiday which will then affect the amount of custom that both the Crown Spa Hotel and the TIC receive. It also means that the Crown Spa Hotel and the Scarborough Tourist Information Centre will have a smaller pool of employees to choose from as less people will be working. Both organisations will have to compete with other similar organisations for their staff as there will be less employees to choose from so they will be in higher demand. This means that their HR departments will need to monitor the changes in employment levels so they are able to adapt to any changes.

- o Employment Trends – careers in the travel and tourism industry change over time. For example as the use of the internet becomes more popular more people are choosing to book holidays online rather than from a travel agent which means that the role of travel agents is declining. This then means that less people are choosing to train in this area of work which makes it difficult for travel agencies to recruit staff while they still operate in the high street.

This will impact on the Tourist Information Centre as more people will be finding information on the internet before they visit Scarborough so people may be choosing not to train in this area of work which could make it hard for the TIC to recruit appropriate staff when they need them. However this will not affect the CSH as much as even if people book the hotel online they still need the staff once the guests arrive at the hotel so people are still training in this area which makes it easy for them to find new staff.

- o Skills shortages and surpluses – even though many staff employed in certain sectors of the travel and tourism industry are unskilled, other areas required highly skilled workers such as managers, foreign speakers and specialists in ICT. There are currently a shortage of managers in the hospitality industry and this will affect the Crown Spa Hotel as it will be harder for them to find new managers if any of the current ones. It currently costs the Crown Spa Hotel £3000 to advertise and employ a new manager so if there is a shortage they may need to advertise further away and keep advertising for longer which will increase the costs further. This will also affect the TIC as it will be difficult for them to recruit managers if they need them.

There is only a small proportion of the population that can fluently speak a foreign language. This will affect the Tourist Information Centre as they deal with many foreign customers because it is the place they will visit while they are in Scarborough if they need any information. This means that the TIC may have to advertise further away for people with a suitable level of foreign language and this will then increase the advertising costs, therefore costing the TIC more money than if they were able to find enough suitable staff in the local area. ✓

In comparison the lack of people with fluency in a foreign language will not affect the Crown Spa Hotel as much as the TIC. This is because the Crown Spa Hotel does not deal with as many foreign customers as the TIC and the majority of their customers are English speaking. This means that it is not necessary that their employees are fluent in a foreign language although it would be an advantage for them. This will reduce the costs of employing a new member of staff as they will not have to advertise further away for a foreign speaker due to the shortage. Therefore, this means that the shortage in foreign speakers in the UK will affect the Tourist Information Centre more than the Crown Spa Hotel and will result in higher employment costs for the TIC. ✓

- o Competition for job seekers – this is when a business requires experienced or highly qualified staff to fill a particular vacancy in a part of the industry that employers have reported a skills gap. This could be a problem at the Crown Spa Hotel particularly when trying to recruit managers. This is because there is a shortage of managers and also as there are many hotels in Scarborough and the surrounding area the Crown will have to compete with them all for the highest quality managers. As they

will be competing with other hotels they will have to offer a very competitive salary and other benefits to make the managers choose them over rival hotels.

In comparison, the TIC will not have as much of a problem as there is not as much competition for them. This is because the TIC is run by the local council so even though there are 3 in Scarborough they do not compete with each other because they are all the same company. However as there are many businesses in the tourism industry in the town they will still need to be competitive to get the best staff possible. — However, it is still not

- o Market Demand – both the Crown Spa Hotel and the Tourist Information Centre will have different market demands. As the Crown Spa Hotel has recently changed from a 3\* to a 4\* hotel it will now appeal to a different type of customer. This can be both a positive and negative impact on the hotel as there is a market demand for higher quality hotels as there are many business customers visiting so by being the only 4\* hotel in the area they will meet this demand and have no competition in the direct area. However as the economy is facing problems, in a credit crunch and facing a recession the market demand for this kind of hotel is decreasing with normal tourists. This is because they will not have as much money to spend and because the Crown Spa Hotel has now changed to a 4\* they are charging a higher rate which many people will not be prepared to pay in the current economical situation.

In comparison, the Tourist Information Centre is facing a growing market demand for the services it provides. This is because as people do not have as much money at the moment, more are

choosing to holiday in the UK which means there are more visitors to Scarborough, therefore more custom and demand for the services of the TIC. This means that the increase in market demand will benefit the TIC as they are receiving more custom so will be receiving more revenue, however this also means that there may need to be careful human resource planning as this could lead to the need for more employees to meet the demand.

- o Location Issues – most jobs in the travel and tourism industry will appeal to a local labour market because the pay rates and career opportunities are not good enough to attract people from outside the area in which the job is based. This is important for the target market in recruiting campaigns which will aim at people living within a reasonable commuting distance.

Location issues will affect the Crown Spa Hotel more than the Tourist Information Centre. This is because the TIC will be able to get suitable employees from the local area however the CSH may need special skilled employees such as high quality chefs. This will mean that they will need to make the job appeal to people outside the local area which could mean having to pay higher wages.

- o Seasonality – both the Crown Spa Hotel and the Tourist Information Centre are open all year round so are not affected greatly by seasonality however it does still affect them. As Scarborough is a tourist destination it is busier in the summer than the winter. This means that there will be more possible customers for both organisations during these months. The CSH is not affected by seasonality as much as the TIC as they receive

Resiliability?  
Transability

bookings all year round and operate at a high capacity. In comparison the TIC is a lot busier in the summer as this is when there are most tourists in the town and these are who require the information whereas the customers who visit the area in the winter do not tend to want as much information from the TIC.

- o Current issues affecting the travel and tourism industry – the human resource departments of both organisations must be aware of all the issues affecting the industry as this could in turn affect the human resources of the business. One of the main issues that will affect the travel and tourism industry is the economy. At the moment we are experiencing a credit crunch and are heading for a recession. This means that people will have less disposable income so will cut back on luxuries such as holidays. This therefore means that the CSH and the TIC will be receiving less custom and less revenue. If this happens, the human resource department may need to take actions such as reducing the number of employees they have as there will not be enough demand for them all and they may also not be able to afford to keep them employed as they will not be receiving enough revenue due to reduced numbers of customers.

401.3  
Internal Factors

- o Different organisational structures, staff roles and responsibilities – the organisational structure of both the Crown Spa Hotel and the Tourist Information Centre can affect way potential employees view the business and can also influence them when deciding whether to apply for a certain job or not. Some businesses have organisational structures that are a clear hierarchy in which there are clear lines of management and supervision, however others are arranged more democratically with fewer levels of

management and with a larger proportion of the workforce sharing the responsibility for the direction on which the business is heading.

There is a large management team at the Crown Spa Hotel. This consists of;

### **Managing Director**



Richard joint owns the hotel along with his brother David Frank. He is in charge of the overall running of the hotel and is the main man in charge.

### **- Administration Director**



David is a co-owner of the hotel and is a chartered accountant. He is in charge of all the administration of the hotel and is responsible for the whole administration team.

### **Operations Director**



As the operations director David oversees and manages the day-to-day activities of the hotel. He looks after most of the staff however they all have their own heads of departments.

### **- Sales and Events Manager**



Daphne is in charge of all the bookings made within the hotel either for room bookings or event bookings. She is responsible for all the sales team including the receptionists and the events team.

### **Spa and Health Club Manager**



Stuart is in charge of all the health club facilities including the gym and pool and also the spa. He is responsible for all the team who work in the spa and health club including all the gym staff and beauticians.

**- Assistant Operations Manager**



Philippe is the assistant to David so he is responsible for the same areas and the same staff.

**- Human Resource Manager**



Vicky is the HRM manager so is in charge of all the staff and has to do everything from the hiring to the firing. I will be discussing her job role later.

**- Food and Beverage Manager**



Graham is in charge of all the bars and restaurants and all the staff who work in them. He makes sure everyone knows what they are doing and ensures everything runs smoothly.

**- Financial Controller**



Kirsty is in charge of all the finances of the business. She will be responsible for all the accounts and all the finance team within the company.

**- Head Housekeeper**



Anne is in charge of all the housekeeping within the hotel. She is responsible for all the other housekeepers and will train them when they start.

**- Front Office Manager**



Toni is in charge of all the front of house area mainly covering the reception. She is responsible for all the reception staff and conducts the first interview for all reception applicants.

**- Sales Executive**



Emma works under Daphne and takes responsibility for the sales. This means that the reception staff will pass on any sales to her so she is responsible for making sure all sales are correct.

**- Assistant Food and Beverages Manager**



Jonathan is the assistant to Graham so he helps him run the bars and restaurants and is also responsible for the staff who work in this area such as waiters and bar staff.

This shows that the Crown Spa Hotel has a clear hierarchy system as there are lots of managers and supervisors so everyone knows who they are responsible to. In comparison the Tourist Information Centres do not have a very large management system like the CSH does.

Each centre has 2 specially trained Customer First Assistants who are thoroughly trained in all aspects of tourism in Scarborough such as accommodation, entertainment and tourist attractions so that they can always answer the customers' questions. The manager of these centres is Janet : who works in the

✓

Customer First Office and visits all the centres regularly and they also have a supervisor who is Kirsty . As the TIC's are run overall by the Scarborough Borough Council they have a very large Human Resource Department and the director of Human Resources is Roger ✓

Overall the CSH and the TIC have very different organisational structures as the CSH has many managers whereas the TIC does not have as many which mean their employees have more responsibility.

- o Response to customer trends in terms of products/ services – customer trends are constantly changing and the Crown Spa Hotel and the Tourist Information Centre must adapt to them in order to remain successful. There are different issues affecting the two organisations so they both need to respond in different ways. ✓

The Crown Spa Hotel noticed that there were changing customer trends relating to the quality of accommodation that customers wanted. They also noticed that there was a gap in the market for a high quality hotel in the area so they responded to this by improving and becoming the only 4\* hotel on the Yorkshire Coast. This now means that the hotel is offering a higher quality of service which will attract the higher end of the market. The recent smoking ban has also affected the CSH as guests are no longer able to smoke inside the hotel. The hotel has responded to this by building a smoking area outside the hotel with nice seats and heaters so that people will still be comfortable and warm even though they have to be outside. ✓

In comparison these issues do not affect the tourist information centre as it is a different kind of organisation than the CSH. This is because people only visit the TIC for a short amount of time whereas they can stay at the CSH for a few days or even weeks. One problem that the TIC did have was that people are now wanting to be able to access information 24hours a day however the TIC is not open all the time. To respond to this demand they have installed interactive touch screen outside each of their centres so that customers can access information even when the centres are not open.

- o Levels of motivation – motivation is vital in all organisations as if the staff are not motivated they will not be happy and could leave the company. Both the CSH and the TIC have different motivation methods that they use.

The Crown Spa Hotel says that their staff are their most important resource so they need to make sure they are as motivated as possible and stay with the company. They use many methods of motivation including the traffic light system which they also use as a training system. This motivates the staff because when they complete a level they receive more responsibility and also a pay rise. The CSH also has an employee of the month scheme which motivates the staff because if they win they receive a prize such as a meal in the restaurant or a membership to the gym so this will make them work harder to try and achieve this. All staff are also treated well and are all paid above the minimum wage with supervisors being paid 35/40p above the minimum wage. This will also motivate the staff as they will know they are valued member of the company so they will want to work well to ensure they keep their jobs. All these methods are very effective and this is

proven as the hotel has a very low staff turnover which shows that the staff are happy in their jobs.

In comparison the TIC do not use as many motivation methods as the CSH. They have a flexible working scheme which means that the staff have more control over when they work so if they have young children they could start work after they have taken them to school. This will motivate the staff as they will be able to have some control and will be able to have time off if they need it. They also have appraisals which they class as a motivation method as the staff will feel a sense of achievement when they reach their goals so will be motivated to work hard and achieve them. The motivation methods are not as effective at the TIC as they are at the CSH as they have the highest level of sickness in the whole of the council and they also have a high staff turnover with around 6 out of the 40 staff leaving each year. One main difference between the motivation methods used within the two organisations is that the CSH uses money based motivation methods whereas the TIC does not. This could be one reason why the methods used at the CSH are more effective as it has been proven that most people are motivated by money.

- o Staff turnover – staff turnover shows how many staff leave an organisation each year. The levels of staff turnover are very different at the Crown Spa Hotel and the Tourist Information Centre. The Crown Spa Hotel has a very low level of staff turnover with all of the managers being the original managers. This shows that the staff are happy with the company and enjoy working there. This could be due to the high quality of training, good motivation methods, and above average levels of pay. As the CSH says that their staff are their most important resource it is

important that they treat their staff well so by having a low level of staff turnover it shows that they are achieving this.

In comparison the Tourist Information Centre has a very high level of staff turnover with 6 out of the 40 staff leaving between January and September this year. This shows that the staff are not as happy at the TIC as the staff are at the CSH. This could be down to many reasons such as poor training and motivation methods or bad working conditions. Having a high staff turnover could deter people from wanting to work there as it sends out a bad message about what the company is like to work for.

- o Sickness and absenteeism – this affects all organisations as they will have to cover the staff when they are not there which means more planning for the HR department. The more sickness and absenteeism an organisation has the more it will cost them as they will have to pay extra staff to cover the absent ones.

*( Figures for both organisations unavailable )*

The Crown Spa Hotel has very low rates of sickness and absenteeism compared to the Tourist Information Centre which has the highest level of sickness in the whole of the council. This could show that the employees at the CSH are happier than the employees of the TIC as they do not have as much time off. Employees missing time off work regularly could suggest that they do not have a high job satisfaction and do not enjoy their work as much as employees who have a low level of absenteeism. There could be many reasons why the TIC has a high level of sickness and absenteeism. One reason may be that the employees are under a lot of pressure in their jobs so this could cause stress, but there are also lots of other reasons for having a high rate of absenteeism.

101.3 Values and Attitudes in relation to HR Planning and Management

The Crown Spa Hotel has many different values and attitudes in relation to their HR planning and management. They want to be Scarborough's preferred hotel and leisure employer and they state that want to be "an exemplary business consistently achieving high scores in the Investors in People award and creating an organisational structure that enables people to exceed their own expectations and our company's through relevant training, development and empowerment". This shows that the CSH values its employees very highly and wants them to be happy within the company and to maximise their potential. This was confirmed by Vicky when she said, "the most valuable resource that we have at the Crown Spa Hotel is our staff". Many organisations believe that this is true because if they did not have good staff they would not be able to operate effectively. This means that they must value their staff highly as they are an invaluable resource to their business.

The Crown Spa Hotel has also received an Investors in People award which means that it values its staff very highly and provides excellent working standards and training. This reflects their strong values and attitudes towards their staff because it shows they commit to them by training them to a high standard and treating them well to get the best out of them and also if they did not value them highly they would not have received the award.

Also, as the Crown Spa Hotel pays their staff above the national minimum wage and above the industry average which shows that they value their staff and want to reward them and keep them happy by paying them good wages. This also helps the motivation of the employees which will result in them being more productive, therefore benefiting the company.

Amount?

The information received from Vicky / also says that staff turnover is very low with only 3 members of staff out of 114 leaving in August and no turnover within the management and it also says that sickness and absenteeism rates are below the industry average. This could be a result of the strong values and attitudes shown by the managers towards the staff as the staff know that they are highly valued within the company so this will provide them with a high job satisfaction.

The employees also have a nice working environment with use of the gym and pool and have lots of incentives such as an employee of the month scheme with good prizes. This also shows that the Crown Spa Hotel has strong values and attitudes towards their employees and wants to make sure that they are happy in their jobs as they are the most important resource to the company.

In comparison, the Tourist Information Centre is results and target driven which could make the staff feel that they are not valued as much as the staff at the CSH because if they fail to meet the targets they could be in trouble which would then make them feel that they are not valued within the company.

The TIC will value their staff though because they need their staff in order to run the business. One way that they show the staff that they are valued is to give them flexible working hours. This will help employees with families and childcare arrangements and make them see that they are valued by the company as they want to keep their employees happy.

However the staff turnover and sickness and absenteeism rates were the highest in all the council departments which is very different to the

Crown Spa Hotel whose rates are very low. This could show that the staff at the TIC are not valued as highly as the staff at the CSH as they do not appear to have as much job satisfaction which is why the turnover figures are high. This could also suggest that because the staff at the TIC will feel less valued they may be less motivated which could then lead to them being less productive which could prove a problem for the company.

Overall I feel that both organisations have strong values and attitudes towards the HR within the companies. I believe that both companies value their staff as they are a very important resource however I do feel that the Crown Spa Hotel shows these values stronger which means that the employees will be happier within the company than those in the TIC. One major different which I feel reflects these values and attitudes is the Investors in People award which the Crown Spa Hotel has achieved which recognises that the employees are highly valued however the TIC has not received this award so they <sup>must</sup> not have as strong values as the CSH. I also think that the levels of turnover, sickness and absenteeism reflect the differences in the values and attitudes of the two organisations as the Crown Spa Hotel has very low levels whereas the Tourist Information Centre has very high levels. This suggests that the employees at the TIC are not as happy as the employees at the CSH which could be down to the values and attitudes of the company which shows that if the employees feel highly valued they will have a higher job satisfaction which will then result in them being more motivated and more productive which can then benefit the company.

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# AO2 –

A plan for the  
recruitment and  
selection process for a  
hotel receptionist at  
the Crown Spa Hotel

A02.3

## AO2

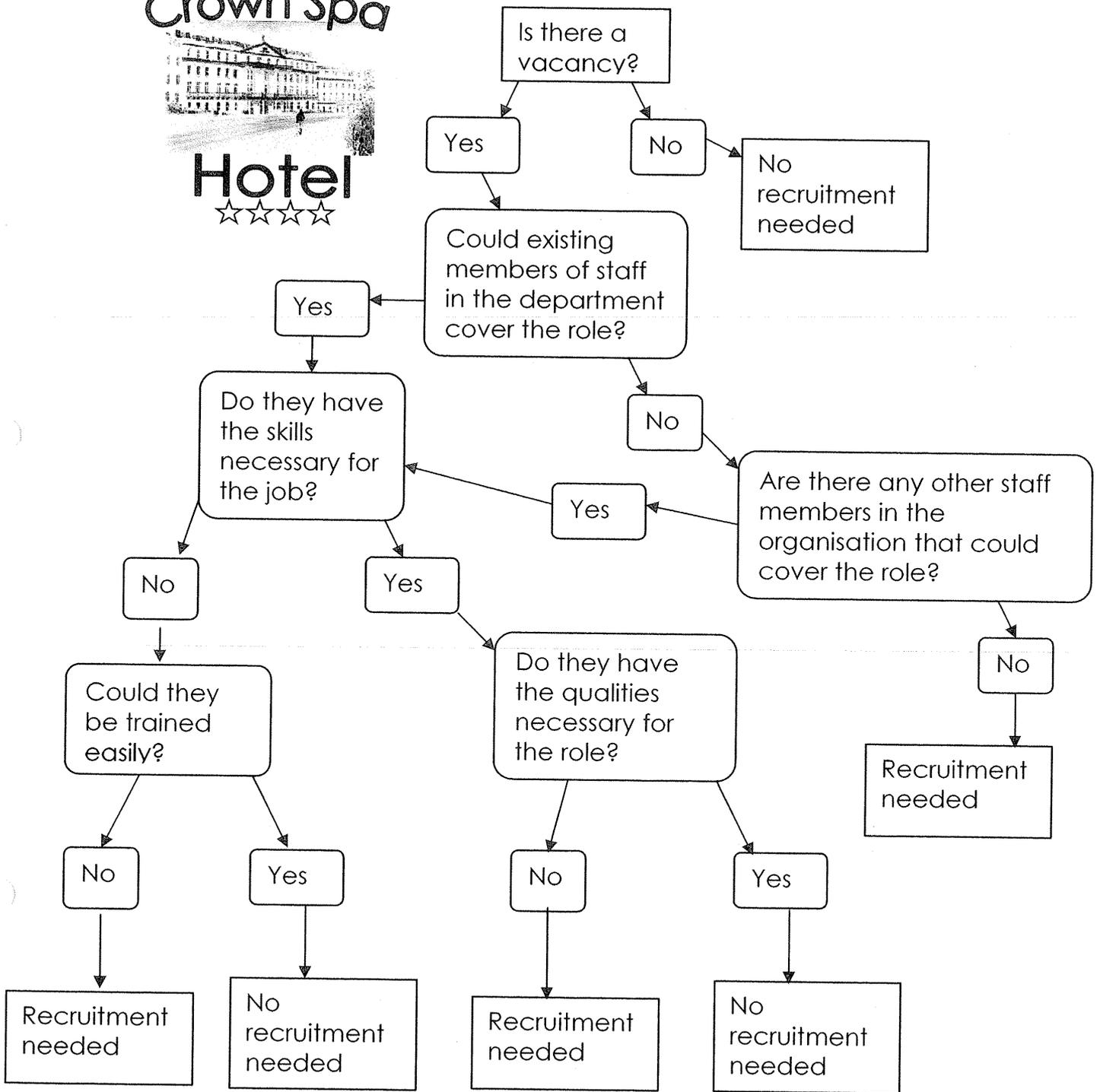
### Needs Analysis

A needs analysis is a management tool that an organisation uses to identify the amount of staff needed at any given time. As well as identifying the number of staff needed it also enables the human resources department to work out the type and skills of the employee best suited to each job. Needs analysis is an important part of human resource planning in travel and tourism organisations such as the Crown Spa Hotel, as many of these organisations are affected by seasonality and can be a lot busier at certain times than at others. This means that the organisation needs to ensure that they always have the right number of suitably qualified and experienced employees for every department so by carrying out a needs analysis they can ensure this always happens.

A needs analysis will help the Crown Spa Hotel to justify that they need new staff. There could be many reasons why new employees are needed, for example in reception there could be new work caused by the growth of the organisation which would require a new receptionist or there could be extra work caused by changing job roles within the organisation which would require extra receptionists. Existing receptionists may also have had to leave on maternity leave or long term sick, so by carrying out a needs analysis the HR department will be able to see that there is a need for a new receptionist at the hotel.

## Needs Analysis

11025

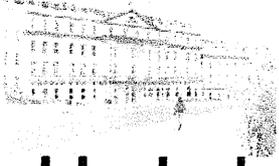


Once it has been established that there is a vacancy these questions should then be answered.

- |  |     |    |
|--|-----|----|
| Is the job still relevant?                                   | Yes | No |
| Should the roles and responsibilities of the job be changed? | Yes | No |
| Do existing terms and conditions need to be changed?         | Yes | No |

Once the Crown Spa Hotel has established that there is a vacancy for a new receptionist they will then need to create a job description. The job description should include the overall objectives of the job and the main activities or duties that it entails.

Crown Spa



Hotel



# Job Description

A02-3

**Job Title:** Trainee Receptionist

**Department:** Front of house, sales

**Starting date:** 5<sup>th</sup> January 2009

## Overall Purpose

The first point of contact for all enquiries and sales. To greet guests upon arrival including conference and event guests, check them into their rooms and check them back out again at the end of their stay. To maximise room occupancy and ancillary services of the hotel.

To achieve the high levels of service and customer care associated with the hotel.

## Duties and responsibilities

1. Perform Front Office activities within the hotel such as dealing with visitors at the hotel reception and answering sales telephone calls.
2. Establish effective relationships with both internal and external customers.
3. Responsible for a professional welcome and farewell to all customers.
4. Responsible for parking arrangements, arranging assistance with guest luggage when required and cloakroom activities.
5. Deal with general enquires and receive messages for guests.

6. Pass on all sales leads to the relevant departments.
7. Responsible for the site security arrangements which include the fire alarm panel, the monitoring of CCTV, Master Key issue and control and also ensuring all these security systems and procedures are maintained.
8. Have knowledge of the fire evacuation procedure and co-ordinate first aid activities.
9. Perform telephone duties including receiving messages for guests and answering general enquiries.
10. Maintain a professional and smart appearance. Correct uniform and name badges must be worn at all times.
11. Maintain a clean and tidy working environment at all times.
12. Attend any necessary training which will benefit personal development such as Welcome Host and NVQ courses.
13. Process and balance cash/credit transactions.
14. Undertake other duties as required for the effective running of the hotel.

Once a job description has been created the HR manager will have to decide on the kind of person that the job requires. To do this they will create a person specification. A person specification lists the educational background, training, qualifications, experience and competence that the person applying for the job must have in order to be able to do the job properly. The person specification usually lists essential characteristics which the applicants must have and desirable characteristics which would benefit the applicant if they had them.

The main purpose of the person specification is to allow the applicants to see whether they have the necessary experience, qualities and skills which are essential to the post and to also provide a set of selection criteria for the people choosing the person for the post to make sure that the person they have chosen is the right person for the job.



# Person Specification

**Job Title:** Trainee Receptionist

**Department:** Front of house, sales

	Essential	Desirable
<b>1. Relevant Experience</b>	<ul style="list-style-type: none"> <li>○ Extensive experience of working in a customer facing environment.</li> <li>○ Previous experience of working as part of a team.</li> <li>○ Good understanding of different IT applications.</li> <li>○ Previous experience of working under pressure.</li> </ul>	<ul style="list-style-type: none"> <li>○ A minimum of 1 years experience working within at least a 4* hotel as a receptionist.</li> <li>○ Experience working in administration.</li> <li>○ Experience of successful cost management.</li> <li>○ Experience in using current hotel related software such as Opera.</li> </ul>
<b>2. Educational Qualifications</b>	<ul style="list-style-type: none"> <li>○ Minimum of 4 GCSE's grade A*-C or equivalent qualifications including English and Mathematics.</li> </ul>	<ul style="list-style-type: none"> <li>○ Foreign language qualification.</li> <li>○ Customer service qualification.</li> <li>○ First aid qualification.</li> <li>○ IT qualification.</li> </ul>
<b>3. Specialist Knowledge</b>	<ul style="list-style-type: none"> <li>○ Knowledge of the area.</li> <li>○ Knowledge of working in a fast paced customer service environment and under pressure.</li> </ul>	<ul style="list-style-type: none"> <li>○ Experience in different sales techniques.</li> </ul>

**4. Aptitudes**

- Ability to listen to customers and understand information.
- Good verbal and written communication skills.
- Demonstrate a calm manner and an ability to handle difficult situations.
- Able to communicate effectively with people at all levels within the organisation.
- Able to prioritise own workload.
- Ability to create, maintain and enhance constructive working relationships with customers, colleagues and managers.
- Positive, customer focused attitude.
- Able to use initiative and judgement in solving any problems and queries.
- Able to deal with tact and diplomacy in order to resolve problems and prevent conflict.
- Flexible, supportive and co-operative team member.

**5. Personal Qualities**

- Professional appearance and manner.
- Ability to build strong relationships quickly and effectively.
- Able to personally develop to enhance performance within the job role.

**6. Personal Circumstances**

- Flexible approach to working hours. Must be prepared to operate a rota system and work bank holidays to meet the needs of the organisation.

**7. Equality**

- Commitment to and acceptance of the principles of equality and diversity.

Once the organisation has identified the need to recruit staff externally, the HR department will prepare a job advert to attract applicants to the post. Job adverts can be placed in many different places however the Crown Spa Hotel is most likely to place their advert in the local paper, trade magazines and on the internet as these are the most cost effective in attracting as many people as possible with the appropriate skills and experience for the post.

# Job Advert

## TRAINEE RECEPTIONIST

WANT TO BE PART OF THE ONLY 4\* HOTEL ON THE YORKSHIRE COAST?

*The Crown Spa is looking for an individual with a passion for the hospitality industry and the ability to work effectively in a small team of receptionists.*

*Experience is not necessary as full training will be given.*

*Duties will include,*



- Answering Telephone
- Checking guests in and out
- General Administration work
- Answering any queries and dealing with problems

WHAT CAN YOU EXPECT FROM US?

- Competitive Salary
- Employee Bonus Scheme
- A Friendly and Exciting Environment

TO APPLY PLEASE COLLECT AN APPLICATION FORM FROM THE CROWN SPA HOTEL  
 OR FOR AN ONLINE APPLICATION EMAIL US AT [hrdept@crownspace.co.uk](mailto:hrdept@crownspace.co.uk)  
 FOR FURTHER INFORMATION CALL 01723 376542



Once the advert has been made the HR department at the hotel will need to produce a set of interview questions to ask the applicants during the interview stages of the recruitment process. These questions should help the interviewers to come to a decision about which applicant is the most suitable for the position and ensure it is not given to the wrong person. ✓

## Interview Questions

Question	Score 1 2 3 4 5 (1 = highest)	Comments
1. Tell me a bit about yourself. What are your interests and hobbies?		
2. What qualities and skills do you have which you feel would be beneficial to the job?		
3. What experience have you had that you feel is relevant to this position?		
4. Have you got any other education or training that is relevant to this position?		
5. Why have you applied for this job?		
6. Can you give an example of a difficult/challenging situation that you have had to deal with in a previous job and how did you resolve this?		
7. What would you bring to the organisation?		
8. Customer service skills are essential in this job role. Can you give me an example of when you have gone the extra mile to satisfy a customer?		
9. You will be required to work as part of a team. What have you done to		

show that you are a team player?		
10. Are you an organised person? Can you give examples?		
11. What are/were your main responsibilities in your current/most recent job?		
12. What are/were your reasons for leaving your current position?		
13. Why should we choose you		

*You could also consider  
an activity  
(As in A03)  
to help you decide who  
is the most appropriate  
candidate*

Once all the applications have been received the HR department will make a shortlist by comparing the applicants to the person specification. They will then write two letters, one will go to the successful applicants inviting them to attend an interview and the other will go to the unsuccessful applicants to let them know that they have not been successful. ✓

The successful applicants will then be interviewed using the standardised questions to avoid any interview bias, and then the HR department will come to a decision on which applicant will be the most suitable for the position. They would decide this based on how well they meet all the criteria that is listed in the job description and person specification, and based on the answers they gave during the interview. The HR department will then ring the successful applicant to let them know that they have been successful and to confirm that they still want the position and then they will let the unsuccessful applicants know through a letter. They need to contact the successful applicant before the unsuccessful applicants in case the successful applicant no longer wants the position. This then means that they can then offer the job to their second choice before letting them know that they were not initially chosen which could make them feel that they are only wanted because the first choice declined the job offer. ✓



AO3 –

A report on the  
preparation and  
performance at a job  
interview for the  
position of a resort  
representative



### AO3

Confidential  
Research  
AO3 3

The job that I applied for and will undergo an interview for is a resort representative for Club 18-30. *See Appendix*

I have carried out complex research into the role of a resort representative. This was in order to understand what the job entails and to be well prepared for filling out my application form and for the interview. My research can be found in Appendix A. ✓

Once I had received the Job Advert I studied it carefully to make sure that I could meet all the requirements. I have matched my skills, qualifications, qualities and experience to the job advert. This can be found in Appendix B. ✓

After this I filled out the application form for Club 18-30. I made sure that I drafted out my answers on a separate piece of paper first so that I made no mistakes on my form. My application form can be found in Appendix C. ✓ To accompany my application form I composed a covering letter. This was an opportunity for me to provide some extra information that I felt was relevant for the job which I had not enclosed in my application form. My covering letter can be found in Appendix D. ✓ Finally I also attached my C.V to my application as this was asked for in the application. This can be found in Appendix E. ✓

Next I studied the job description to work out what I will be doing and what skills I will need. I have then matched my skills, qualifications, experiences and achievements to the job description and have commented on each of the main duties to say how I can meet the criteria. This can be found in Appendix E. ✓

After this I studied the person specification to make sure that I was suitable for the job. I then drew up a table to show examples of how I could meet the criteria. This can be found in Appendix G. ✓

I then received a letter from the Human Resources manager of Club 18-30 inviting me to an interview (see Appendix H). To confirm that I would be attending the interview day I wrote a letter of reply. This can be found in Appendix I. ✓

To prepare for the interview I carried out extensive research into Club 18-30 so that I had as much knowledge about the brand as possible. I researched the destinations they visit, popular activities included on the holidays, competitors and information about the history of the company. This can be found in Appendix J. I also attended a careers interview which was hosted by Thomas Cook at my college so that I could understand more about the main company. ✓

Finally I prepared a set of questions that I could ask my interviews. This is because at interviews the people conducting it often ask you if you have any questions. I thought that it was best to prepare these questions so that I knew I had something to ask. These questions can be found in Appendix K. ✓

## AO3 – Post Interview Analysis of Performance

### Preparation

I feel that I was very well prepared for the interview. I had done lots of research on interview techniques and practised answering common questions so that I was prepared for a wide variety of questions. I also carried out a lot of research into Club 18-30 including all the destinations, popular excursions and typical activities offered. I did this as I felt it was vital to have a good knowledge about the brand however at my interview I was asked questions about the main company of Thomas Cook rather than Club 18-30. I did not research Thomas Cook as a whole however I had attended a careers interview with the company at college so I felt that I still had enough knowledge to answer the questions sufficiently. I do feel that this was a weakness of mine during the interview so if I was to do it again I would make sure I had thoroughly research the main company as well as the brand I was applying for. *good point*

On the day of the interview I made sure I was early so that even if the interview before finished early I would not keep the interviewers waiting. I think that this sets a good impression as it is important to be on time for appointments especially in the role of a resort representative and if I was late I would have been seen as not being reliable. I also feel that I was well presented. I wore a black suit which consisted of black trousers and a black jacket and a pink shirt to add some colour to the outfit. I think that this looked very smart and professional and will have sent out a good first impression. I had my hair down as I prefer it this way however on reflection I think that it got in the way and covered my face during the interview so if I was to do it again I would make sure my hair was away from my face be either

tying it up or wearing a headband. I think that this would then make me appear more professional and would mean that I would not need to keep moving my hair away from my face during the interview. ✓

I feel that I completed my application form well. I made sure that I drafted out all my answers first so that I could make sure I was happy with them which would make sure I had no mistakes on my application form. This worked well as once I had drafted my answers I realised there were other things I wanted to put and found different ways to put my answers so I could change these before I completed my final copy. If I had not done this first my application form would have looked very unprofessional as they may have been crossings out which would then have made it look messy. ✓

### **Personal Introduction**

The personal introduction was the part of the process that I was most nervous about. This was because I had to stand in front of the other applicants and talk about myself. To try and make myself less nervous I made sure that I had prepared and rehearsed what I wanted to say so that I knew exactly what I was saying and knew I had enough content to talk for the whole time. I feel that this helped me as I was able to go into the introduction feeling confident that I knew what I was going to say and that I would have enough things to say so I wouldn't need to make things up as I went. I think that this showed during my interview as I feel I came across as confident and this is confirmed by my review sheet as I received all 5 marks for my confidence and it states that I had good eye contact with everyone and also had relaxed body language. I made sure that I maintained eye contact with the audience and that I looked at everyone rather than just focused on one person. I did this as it helps to keep people engaged and will have made me appear more confident. ✓

I feel that my speech went well and I think people enjoyed it. I tried to sound confident however I was nervous and I feel that I talked quite fast. If I was to do it again I think that I would not be as nervous because I would know what to expect so I think this would stop me talking as fast.

I tried to include humour in the talk to make it more fun and stand out. I think I achieved this well as the audience were all laughing which also increased my confidence as I could see they were all enjoying it. I took some pictures in from a previous holiday to use as props and this made everyone laugh as I made it into a joke so this added some individuality into my speech. I think that by including some humour in my opening sentence it put me more at ease as I could see that everyone found it funny so I knew they would enjoy the rest of it. Overall I feel that I used humour well and I had a good balance between funny parts and serious information so this made my speech enjoyable for the audience.

Overall I think that my personal introduction went very well and was one of my main strengths throughout the whole process even though it was the part I was least looking forward to. This is confirmed in my review sheet as I received all 25 points for this part which shows it was very good. I think this was mainly down to the lots of practise that I put into the speech and the thought into what I could do to make it individual and stand out. The review sheet says I was "articulate and delivered a humorous talk" and said that I appeared friendly by having "lots of smiles". These are all positive points and I feel it was important to keep smiling throughout even if I was not sure what I was saying next as it made me appear friendly to the audience and also confident.

### Problem Solving Activity

I feel that I worked well during the problem solving exercise. I think that I worked well as part of the team as I listened to everyone and contributed well. I also took the role of feeding back our ideas to the other group so I played a major part in our team. The review sheet says that I "spoke clearly and firmly" and the rest of the group listed to me, "listened intently to everyone's contribution and responded well", "took a major part within the group", had an "analytical approach" and was "good at prioritising urgent issues", "refocused the group when they thought they had finished" which meant I was "a completer" and all my input was "focused on the customer" and I "explained their needs clearly". These are all positive comments which suggest that I played one of the main roles within our group. At one point the group said they had finished however I felt that there were other things we could do so I managed to get the group back focused and we added more to our answer.

Overall I scored 24 out of the 25 marks available so I think that this shows I managed to complete the task well and can work well as part of a team. I also managed to get people to listen to me and I volunteered to feedback to the rest of the group which shows I am confident speaking in front of people.

A03 3  
Well done!

### At the Interview

During the interview I feel that I look very smart in a suit and I maintained excellent body language throughout. The review sheet says that I had "positive and confident" body language throughout the interview. I tried to stay sat upright with my shoulders tilted inwards as this shows that I was interested and listening to what the interviewers were saying. I think this was an advantage to me during the interview as it showed that I felt confident and looked professional.

Sometimes during the interview I felt that I lacked eye contact with the interviewers. This was because sometimes when I was unsure of the answer to a question I lost confidence so lost the eye contact and also as the interviewers were sat at opposite ends of the table it was hard to know who to look at so I tried to look at whoever was asking me the question. I think that I should have made sure that I always had good eye contact as this shows confidence and is what they expect so if I was doing it again I would make sure that I always had the eye contact with the interviewers.

I also feel that I should have smiled more and this is also a point mentioned in the review sheet. I did try to smile and felt that I did smile a lot during the interview however I found it hard to smile all the time and would sometimes notice that I had stopped smiling. Sometimes when I did not know the answer to a question I stopped smiling as I felt less confident however I feel that if I had kept smiling it would have not showed that I was less confident and would have made me seem friendlier. If I was doing the task again I would make sure that I maintained a smile throughout the whole interview as it would have made me appear friendlier and would have shown more confidence.

During the interview I felt that I answered most of the questions well which was mainly down to lots of research and preparation however there were some questions that I did struggle with. I was asked which aspects of my travel and tourism course might help me working as a holiday representative. I mentioned the unit we completed on being a holiday representative however I found it difficult to think of other parts. I did manage to come up with one more example which was the customer service unit however I was unable to think of any more. On reflection I can think of many other aspects of the course that I could

have mentioned but I think that when I was asked this question I was not expecting it so I panicked and could not think of anything. This shows that I should just keep calm and not rush which would have given me more time to think of the other things I could have said.

Another question I found difficult was when I was asked about an aspect of my work experience that could help me in the role of a holiday representative. I thought about this and came up with an example of how I helped a customer to solve a problem they have. I felt that I explained what I had done well but I did not say how this would help me. The interviewers then asked me how this would be useful and I managed to explain that I thought it taught me how to remain calm and deal with a problem but I found this question quite difficult. I feel that I took a long time to answer the question as I was explaining what I had done and not how it would be helpful to me however in the end I answered it correctly and still achieved all 5 marks for the question. If I was to do this again I would make sure that I tried to answer the question straight away rather than being distracted by telling a story.

The final question that I found slightly difficult was when I was asked what I knew about Thomas Cook. This was because I had researched the Club 18-30 brand thoroughly however I had not researched Thomas Cook itself. However I did manage to answer this question as I had some knowledge on the company as I had visited a careers interview from Thomas Cook in which they gave some background information into the company. From this I had enough knowledge of the company and still managed to gain all 5 marks.

Overall, I feel that I performed very well during the interview however I could have made some improvements to make my performance even

better. I think that I was very confident due to good planning and preparation and I communicated well in all parts of the process. I feel that my main strength was my personal introduction as I managed to be confident and make my speech enjoyable and interesting even though I was very nervous. I think that the part that let me down was my eye contact and my smiling as these were not as consistent as they should have been which made me appear less confident and professional. Even though this let me down I still feel very happy with my performance and was one of the four people offered the job so this shows that I must have performed well as I was considered one of the best overall.

### **Recommendations for the future**

A033

Even though I was happy with my overall performance, if I was to do the task again there are things I would change to make it even better. Firstly I would make sure that I had researched all aspects of the company and all associated companies. This is because I was asked a question about Thomas Cook which is the company in charge of Club 18-30. I had not expected a question on this so I was not as prepared and did not know as much information as I would have liked to. This shows that I should have researched the main company as well as the brand so in the future I would make sure that I had researched both companies so that I was prepared for any questions.

I would also make sure that my hair was kept away from my face so that I did not have to keep pushing it out of my eyes during the interview which could have made it look like I was nervous and fidgeting. This would then make me appear more professional and would look more confident and would make my face easier to see.

I would try to have more confidence when speaking in front of people so that I did not speak as fast. I could do this by rehearsing more so that I was as confident with my speech as possible and knew what to say. I could also practise my speech in front of family and friends first so that I was used to saying it in front of people before my performance.

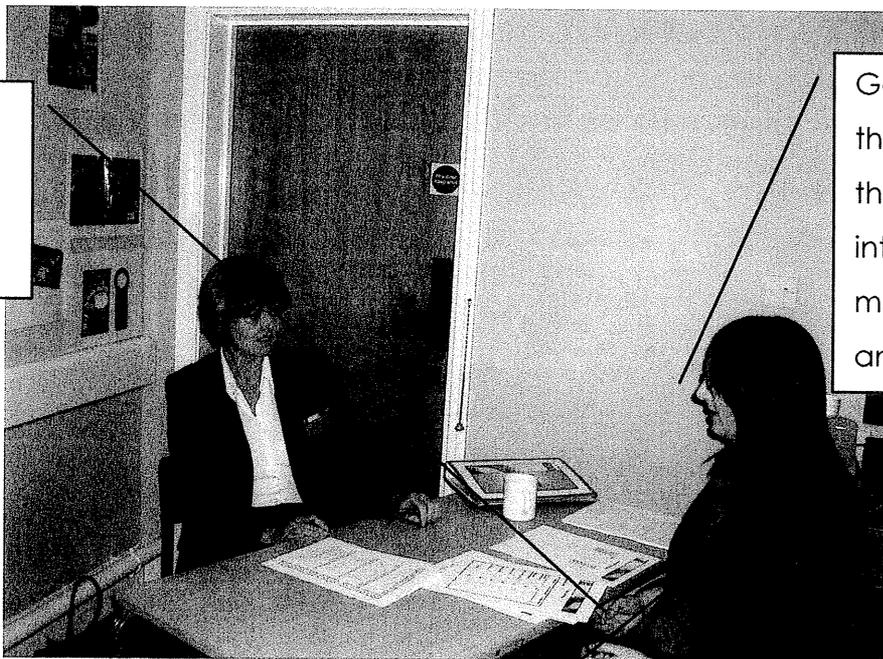
I would make sure that I maintained eye contact throughout the whole of my interview as I feel that I lacked this during my interview. I would make sure that even if I was not sure of a question or felt not as confident that I still maintained eye contact with the interviewers as this would have made me appear more confident and showed that I was interested and listening to what they were saying. I would also make sure that I smiled throughout as I feel that I did not smile enough. I would smile as much as possible even when I was not talking as this would make me appear friendlier and would show interest and confidence.

I would also make sure that I remained calm even if I was asked something that I was unclear on. This is because I feel that when I was asked a question I was unsure of I panicked which stopped me from being able to think of a suitable answer. This shows me that I need to not panic and make sure that I do not try to rush and just say the first thing that I think of. This is because if I do not rush and take time to think properly I will have a better answer that will be more relevant to the question so even though I was not sure I would still be able to have a good answer.

Another thing I would do is listen to all the questions carefully and try not to talk about things that are irrelevant. This is because in one of the questions I talked about a situation I had been in however I did not answer the question that had been asked. This meant that the

interviewers then had to ask me how this answered the question. This made me seem less professional so if I was to do it again I would make sure that I did not drift away from the question and I would answer it straight away as this is professional and if I did not do this it looks like I am unsure of an answer.

### Photographical Evidence



Open hand gestures shows confidence.

Good eye contact with the interviewer shows that I am listening and interested. It also helps me to connect with them and shows confidence.

I am wearing a black suit with a bright coloured shirt looks professional and smart.

Shoulders leaning slightly towards the interviewer shows I am interested and listening to what she is saying.

✓ Good evidence



## Appendix

Research into the role of a resort representative	A
Analysed job advert	B
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# Holiday Representative

Overseas Rep  
Resort Representative  
Travel Courier

## Job Summary

### The Job

- Looks after holiday makers on package holidays and makes sure everything runs as smoothly as possible
- Accompanies groups on tour to visit different places, often travelling by coach
- Sorts out accommodation and transport, and points out places of interest
- As a resort representative, may stay in one place and liaise with hotel staff and clients to make sure the holiday arrangements are satisfactory
- Usually meets guests at the airport, arranges transport to the hotel, and gives advice on local facilities and trips
- Deals with any problems such as lost travel documents, illness, travel delays and lost luggage.

### Entry and Training

There are job-related courses in travel services which you can do either before starting work, or on the job. It is useful to speak a foreign language and have customer service experience, and some employers may require it. You may also need first-aid qualifications, and, if you want to work with children, a nursery nurse qualification.

### Work Details

- Usually very long, unsocial hours, and you will be on call all the time when away with a group of tourists
- You might work in a hotel, on a ship, or travel with a coach tour
- You normally travel throughout the UK, Europe, or worldwide, and spend long periods away from home
- The work can be pressurised at times
- You may need to wear a uniform.

### Opportunities and Pay

There are jobs with tour operators in the UK and abroad. There is a lot of competition for jobs in the UK, but opportunities abroad are generally good. There are opportunities for resort representatives in specific areas such as sporting activities and general entertainment. Travel couriers can specialise - for instance, in historical trips or adventure trekking.

Pay varies depending on who you work for, but you may start on around £10k-£15k a year.

**Prospects.ac.uk**

## Holiday representative: Job description and activities

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[Printer friendly version](#)  
(excludes case studies)

### » Job description

A holiday representative is responsible for looking after groups of clients on package holidays at resorts.

Their main priority is to ensure that clients enjoy their holiday and that everything runs as smoothly as possible for them. As the public face of the tour operator, they must create an excellent first impression and continue to provide an outstanding service to clients throughout the duration of their stay.

The role involves holding welcome meetings, handling complaints and resolving problems as they arise.

Holiday representatives are often also responsible for selling resort excursions and additional services, such as car hire.

### » Typical work activities

Work activities may vary slightly depending on the tour operator, but will typically include:

- meeting guests at the airport;
- escorting guests to their accommodation;
- organising and hosting welcome meetings (often for up to 200 people);
- selling and organising resort excursions and other activities;
- selling car hire and other services;
- responding to clients' queries (this may involve being on duty for set times each day);
- handling client issues, such as: lost luggage or passports; allegations of theft or other crimes; problems with rooms; and health problems, injuries, or even deaths;
- dealing with unforeseen 'non-client' problems, e.g. flight delays, coach strikes;
- resolving any conflict with or between clients;
- establishing and maintaining relationships with local hoteliers, apartment owners, agents and travel companies;
- maintaining an in-depth knowledge of the resort and the local area in order to answer clients' questions;
- keeping up to date with local events and activities, which may be of interest to clients;
- maintaining an in-depth knowledge of all the excursions offered;
- accompanying customers on excursions and acting as a guide;
- taking part in and organising daytime and evening entertainment;
- checking hotel standards and safety procedures;
- keeping basic accounts and records, and writing reports.

choose from » [job description and activities](#) [salary and conditions](#) [entry requirements](#) [training](#)  
[career development](#) [typical employers/vacancy sources](#) [related jobs](#) [case studies](#)  
[contacts and resources](#)

REP CAREERS

REP RECRUITMENT

HOW TO APPLY TO  
BE A HOLIDAY REP

**TOUR OPERATORS**

REP

RESORT INFO.

HOLIDAY REP  
LATEST JOBS

REP CHAT FORUM

HOLIDAY REP  
COMMON QUESTIONS

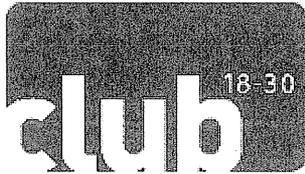
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[Home](#)>> [Tour Operators](#) >> [Club 18-30](#)

## TOUR OPERATORS

Information on each of the tour operators

Pri  
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[About the company](#)

[Positions they recruit for](#)

[What you can expect working for Club 18-30](#)

[Are they recruiting?](#)

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### About the company

Club 18-30 specialise in holidays for people aged between 18 and 30. Offering 10 hottest destinations around the med and now offering Cancun in Mexico. Club 18-30 have been around since 1965 which is longer than many tour operators. At Club 18-30 they always pride themselves on the quality of their overseas representatives. A career with Club 18-30 offers enjoyable, challenging roles that provide enormous satisfaction and the chance to meet plenty of people and experience different cultures.

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### Positions they recruit for

#### Club Rep

Being a Club 18-30 representative is not something to be taken lightly and 99.9% need not apply! You will need to be Reliable, Enthusiastic, Approachable and Determined!

One thing's for sure; our club 18-30 reps certainly know their stuff. From the best venues to the local doctor... Club 18-30 Reps are mates, confidantes, local experts... and pretty much whatever else the clients need them to be. Club 18-30 reps are on call 24/7!

Real

Tell u

Com

To apply for this position you must meet the following minimum requirements.

- Customer service experience would be an advantage
- Selling experience would be an advantage

[Back to top](#)

### What you can expect working for Club 18-30

Being a Club 18-30 rep is an education, a training and great preparation for a career in management. It's also, without a doubt, the most fun and fulfilling job you will ever have. Successful Club 18-30 reps are much sought after, both in the travel business and elsewhere.

[Back to top](#)

Are they recruiting?

[Please click here to view their latest holiday rep jobs](#)

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### Analysed Job Advert

After studying the job advert I feel that I am suitable for the job and I think I would really enjoy it.

The advert says you must be outgoing and I think I meet this criteria as I like socialising and meeting new people. I also like trying new things and am always up for a challenge.

It also says you must be confident and I think that I meet this criteria as I can talk in front of large groups of people which I have shown over my travel and tourism course. I can also answer questions confidently and feel confident when meeting new people. I can also work confidently in new situations.

The advert also says you must be full of enthusiasm and I think that I meet this criteria as I am always enthusiastic about anything I do which I have shown during my work experience and I always like to enjoy myself as I feel that this would help the customers to enjoy their holiday.

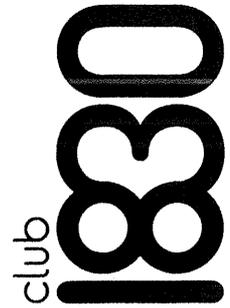
It also says that you must be able to "think on your feet" and deal with a wide range of problems and tricky situation. I meet this criteria as I have to do this in my current place of employment as it is a holiday camp so there are always problems arising that I need to think quickly in order to solve them.

Finally it says that you need to have lots of energy as the hours are long and I think that I meet this criteria as I like to be always doing something and do not like to have nothing to do. I feel that I am very

## **Appendix B**

energetic and enjoy taking part in sports so I would be able to deal with the long hours.

Overall I think that I meet all the criteria required to be a holiday representative for Club 18-30 so I will now apply for the job.



# Overseas Application Form

Welcome to the first step in applying for the enviable position of Club 18-30 Representative.

As a Club 18-30 rep or employed as part of our administration team you will be required to work hard, sometimes long or unusual hours, you will have to think on your feet and problem solve using your initiative but most of all you'll have to perform all of these duties and more with a big smile, boundless energy and a positive attitude.

Remember Club 18-30 reps are among the best in the business and should your application be successful you will be joining a tight knit team of knowledgeable, hard working professionals, each one dedicated and ready to drop anything at a moments notice.

Are you up to it?

## Personal Details

Forename

Surname

Permanent address

Postcode

Present address (if temporary) until

Postcode

Home phone

Mobile Phone

Where did you hear about our recruitment campaign?

## Languages

Do you speak any other languages than your own? If so use this space to state languages spoken and your fluency in them

1. French to GCSE standard
- 2.
- 3.
- 4.

Please attach a recent, passport sized photo here  
*(applications without a photo will not be processed)*

Position applied for:  
Club 18-30 Representative   
Full Representative   
Administration staff   
Available from   
to

Nationality

NI Number

Marital Status

Passport No.

Full UK driving Licence? Yes   
No

Valid from:

Until:

## About you

Why do you want to work for Club 18-30?

I would like to work for Club 18-30 as I enjoy working with and meeting new people and I feel that a job as a representative would give me the opportunity to meet a wide range of people. I also have an interest in travelling and visiting different countries and cultures. Also, having studied travel and tourism for two years I feel that I have a good knowledge and understanding of the industry and what the job entails.

Why should we pick you?

I have good customer service experience and can cope well under pressure and in difficult situations. I am a very outgoing person with a bubbly personality and I like challenges and new situations. I am very sociable and get on very well with a wide range of different people and can easily adapt to different situations with ease.

What do you think the job entails?

I think that the job entails providing excellent customer service as a representative is the first point of contact for all the customers during their holiday so they must represent the company in the best manner possible. It also entails promoting and selling the companies excursions, keeping up to date with any local information and handling customers' problems and complaints in a calm, professional manner.

Which resort do you think best suits your personality?

Zante - Lagana

Why?

I have recently visited this destination and the atmosphere and Greek way of life really suited my personality. During the day the resort is more relaxed and gives you a chance to appreciate the beautiful surroundings however on a night it is very lively and energetic. Also as it is one of the newer resorts it will be under going constant growth and development which I feel will make it one of the most popular resorts in the near future.

### Education

Secondary School

Date from

September 2002

to

June 2007

Subjects / Qualifications / Grades

- 1. English A
- 2. Science AA
- 3. Maths B
- 4. Media Studies A\*
- Religious Studies A

- 5. History B
- 6. Geography A
- 7. Technology A
- 8. French A
- Statistics C

College

Sixth Form

Date from

September 2007

to

June 2009

Subjects / Qualifications / Grades

- 1. A level Travel and tourism (double award) } to be sat June 2009
- 2. A level Business studies
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

University

Date from

to

Subjects / Qualifications / Grades

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

Please give any details of any other qualifications/achievements/hobbies & skills (e.g. first aid, sales experience etc.) that would be relevant to the role of Club 18-30 rep or office administrator

I have two years experience working as part of the Bourne Leisure holiday company which has provided me with valuable sales and customer service experience.

### General

Have you traveled abroad in the last 5 years? If so please list destination, month and year.

- |                        |    |
|------------------------|----|
| 1. Zante July 2007     | 5. |
| 2. Menorca June 2005   | 6. |
| 3. Majorca July 2004   | 7. |
| 4. Cyprus October 2003 | 8. |

With which tour operators? My Travel, Direct holidays, Eclipse direct

### Health

How would you describe the general condition of your health?

Generally in good health

Do you have any physical condition which would limit your ability to perform the particular job you are applying for?

Yes  No

Do you suffer from any re-occurring injury or illness?

Yes  No

If you answered yes to either of the above questions please provide further details on a separate sheet

### Convictions

Have you ever had any proceedings issued against you (either civil or criminal)?

Yes  No

**If you answered yes you are required to give details on a separate sheet as the post for which you are applying may be exempt from the provisions of section 4 (2) of the rehabilitation of offenders act 1974 (exemptions) 1975**

Do you have any cases against you pending?

Yes  No

### Referees

Please give the names of 2 recent work referees

Name 1. ( \_\_\_\_\_ )

Name 2. \_\_\_\_\_

Company Bourne Leisure

Company Bakers Snacks

Job Title Shop manager

Job Title Owner

Address Blue Dolphin Holiday Camp

Address The Coble Landing,

Filey Postcode YO13 9QF

Filey Postcode YO14 2FW

Phone No. \_\_\_\_\_

Phone No. \_\_\_\_\_

## Employment history

Employer

Current Position

From  To

Salary

Key responsibilities

Reason for leaving

Notice period reqd.

## Previous employment

Employer

Prev. Position 1.

From  To

Salary

Key responsibilities

Employer

Prev. Position 2.

From  To

Salary

Key responsibilities

Employer

Prev. Position 3.

From  To

Salary

Key responsibilities

Part

## To be retained by office

### RECRUITMENT MONITORING FORM

The company operates an Equal Opportunities Policy and aims to give full and fair consideration to all current and potential employees. In monitoring the effectiveness of this policy we would be grateful if you would complete this form.

This information will be treated as confidential and will not be used as part of the selection process - it will be used solely for monitoring purposes.

Please be assured that if you do not wish to answer any question(s), this will not affect your application in any way.

I am applying for the position of

Department

Surname

Forename(s)

### 1. Ethnic origin

I would describe myself as (please tick one)

- |               |                                     |                 |                          |
|---------------|-------------------------------------|-----------------|--------------------------|
| White         | <input checked="" type="checkbox"/> | Irish           | <input type="checkbox"/> |
| Indian        | <input type="checkbox"/>            | Bangladeshi     | <input type="checkbox"/> |
| Pakistani     | <input type="checkbox"/>            | Black Caribbean | <input type="checkbox"/> |
| Black African | <input type="checkbox"/>            | Black other     | <input type="checkbox"/> |
| Chinese       | <input type="checkbox"/>            | Other           | <input type="checkbox"/> |

if 'other' please specify below.

### 2. Gender

My gender is: Male  Female

### 3. Age

My date of birth is:

### 4. Marital status

Single  Married  Other

Part

## 5. Disability

a) do you consider yourself to have a disability under the Disability Discriminations Act 1995?

Yes  No

If yes, please give details below

b) do you feel you would require any special adaptations/equipment for the advertised post?

Yes  No

If yes, please give details below

c) do you feel you would require any special arrangements if invited for an interview?

Yes  No

If yes, please give details below

Thank you for taking the time to complete this small form, it is part of Club 18-30's ongoing commitment to provide equal opportunities for all job applicants regardless of age, race or physical ability.

club  
**1830**

## Admin positions only

Please give details of experience and knowledge of the following:

MS Word

MS Excel

e-mail

Please give an example of when you have had to meet deadlines (you can use a separate sheet if more space is required)

### Declaration:

We must inform you that your details may be kept on file or computer by the Thomas Cook Group, both inside and outside of the EU. I consent to the company processing the information within this application and in the event that I am offered and I accept employment with the company, that all personal information relating to the employment will be held in accordance with the provisions of the Data Protection Act 1998.

I understand that the completion of this form does not guarantee employment. I certify that all the information given on this form is true and accept that any mis-statements or suppression of information requested may mean the cancellation of any appointment. All job offers are made subject to the receipt of references which are satisfactory to the company.

Signed

Date

11/11/2008

Please return this application form to:

Club 18-30 Recruitment, Parkway 2, 300 Princess Road, Manchester, M14 7QU

Or email; [recruitment@club18-30.com](mailto:recruitment@club18-30.com)



## Curriculum Vitae

### Personal Profile

An excellent communicator able to work well as part of a team and also individually, setting individual targets in order to strive for success. A motivated and enthusiastic worker with excellent customer service skills. Good organiser but also flexible when needed and able to adapt to any given situation with ease, enjoying new challenges.

### Key Skills

- Excellent customer service skills
- Team building skills
- IT skills: good knowledge of all the Microsoft programmes
- French speaking to GCSE standard
- Cash handling experience
- Experience of working with a wide range of people
- Ability to adapt quickly to new environments
- Full driving licence

### Work Experience

2007 – Present

#### Retail Assistant

Leisure, Blue Dolphin Holiday Park  
Main responsibilities include cash handling, serving customers, assisting with enquiries, merchandising and stock ordering.  
Skills gained include customer service skills, improved communication, team work, interpersonal skills, complaint handling and up selling.

2004 – 2007

#### Team Member

Main responsibilities include serving customers, preparing food and drink and cash handling.  
Skills gained include customer service skills, communication and team working skills.

### Education

2007 – Present

#### Sixth Form College

A-levels in travel and tourism (double award) and business studies to be sat June 2009

2002 – 2007

#### School

11 GCSE's grade A\*-C

### Extracurricular Activities and Interests

- Golf
- Theatre
- Socialising
- Reading
- Volunteer for the St Catherine's Hospice
- Fundraising for Breast Cancer

**Analysed Job Description**

After studying the job description I feel that I am suitable for the job and have had experience of many of the main duties listed so I know I would be able to do them.

Many of the duties I have covered during my college course when we did a unit in which we had to be a holiday representative. This included organising and hosting a welcome meeting, selling excursions, responding to clients' queries, handling client issues and complaints, dealing with unforeseen "non-client" problems, resolving conflict and keeping basic accounts and records and writing reports. There are most of the main duties listed so by having had experience in them I feel that I know what to expect and know that I am capable of doing them.

The other duties listed I feel that I would be capable of such as maintaining an in-depth knowledge of the resort and the local area and maintaining and in-depth knowledge of all the excursions offered as I am quick at learning things and have a good memory so I would be able to do these.

Overall I feel that I would be able to complete all of the main duties listed and by having had experience in most of them I know that I will enjoy them and be good at them.



## Appendix G

### Analysed Job Specification

<u>Qualities/ characteristics</u>	<u>How I meet them</u>
<p><b><u>Physical Characteristics</u></b></p> <ol style="list-style-type: none"><li>1. Aged 18 or over - necessary</li><li>2. Good health - necessary</li></ol>	<ol style="list-style-type: none"><li>1. Even though I am currently 17 by the time I would be employed I will be 18 so I meet that criteria.</li><li>2. I am in good health and have no medical conditions so I also meet this criteria.</li></ol>
<p><b><u>Personal attributes and qualities</u></b></p> <ol style="list-style-type: none"><li>3. Outgoing - necessary</li><li>4. Confident – necessary</li><li>5. Good communication skills (both written and oral) – necessary</li></ol>	<ol style="list-style-type: none"><li>3. I enjoy socialising and meeting new people. I like trying new things.</li><li>4. I can talk in front of large groups of people which I would need to do if I was a holiday representative. I can also answer questions confidently and work in a variety of situations.</li><li>5. I have good written communication which can be seen in my C.V, covering letter and application form and I am</li></ol>

## Appendix G

	<p>also very good communicating orally and find it very easy to communicate with a wide range of people from children to adults.</p>
6. Sense of humour – necessary	6. I find it easy to make people laugh and can easily incorporate humour into any situation and speech.
7. Common sense – necessary	7. I can think logically and rationally and can always use common sense if I am not sure of the answer to anything.
8. Friendly and approachable manner – necessary	8. I feel that I am very friendly and both my friends and customers at my current place of work have told me that I am very approachable and easy to talk to. I am easy to get on with and like to make people feel at ease with me. I also try to smile a lot which shows friendliness.
9. Reliability – necessary	9. I am always on time for college, work and any appointments I

## Appendix G

<p>10. Flexibility – desired</p> <p>11. Planning and organisational skills – desired</p>	<p>have. I am also trusted by all my friends and people say they know they can always rely on me. ✓</p> <p>10. I feel that I can work in a variety of different situations and I am always able to adapt to new things. ✓</p> <p>11. I am very good at planning and being organised which can be shown with my college work as I always like to plan things before I do them so that I know what I am doing and I like to keep things organised as I find it easier to work this way. ✓</p>
<p><b><u>Education</u></b></p> <p>12. 4 GCSE's at grade C or above including English and maths – necessary</p> <p>13. Vocational qualification related to tourism – desired</p> <p>14. Level 3 IT qualification</p>	<p>12. I have 11 GCSE's all above grade B and these include Maths and English.</p> <p>13. I have a double A level in travel and tourism.</p> <p>14. I have completed Key skills level</p>

## Appendix G

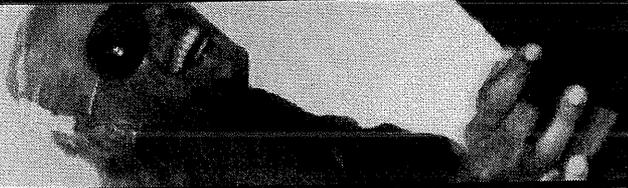
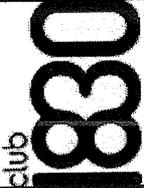
	3 in IT and communications
<p><b><u>Personal achievements</u></b></p> <p>15. Evidence of team working - necessary</p> <p>16. Evidence of problem solving – necessary</p> <p>17. Evidence of working under pressure – necessary</p> <p>18. Evidence of taking responsibility for a substantial team task – desired</p>	<p>15. During my travel and tourism course at college I have had lots of units in which I have worked as part of a team. I have also had 3 part time jobs in which it was necessary to work as part of a team.</p> <p>16. I have shown this many times during my work experience and also during my college course.</p> <p>17. I have had to work under pressure during my work experience as I have had to meet targets. Also during my college course I have had lots of deadlines to meet which has meant working under pressure.</p> <p>18. At my last place of work I arranged and ran a “wear it pink” day to raise money for breast cancer which meant I was responsible for making sure it was all arranged properly and</p>

## Appendix G

<p>19. Evidence of dealing with a highly pressured situation - desired</p>	<p>everything ran smoothly.</p> <p>19. Many times during my work experience I have had to work in highly pressured situations such as dealing with angry customers and complaints.</p>
<p><b><u>Work Experience</u></b></p> <p>20. Customer service focused employment – necessary</p> <p>21. Dealing with a range of customer types – necessary</p> <p>22. Dealing with young adult client groups – desired</p> <p>23. Customer service within the tourism and hospitality industry – desired</p> <p>24. Complex cash transactions –</p>	<p>20. I have worked on a holiday camp for 2 seasons which is all about customer service.</p> <p>21. At the holiday camp there is a very wide range of customer so I had to be able to deal with anyone.</p> <p>22. Holiday camps have a high quantity of young adult customers so I have had lots of experience working with them.</p> <p>23. I worked on a holiday camp which is within the industry and I have also previously worked in a café and a hotel.</p> <p>24. I have had to carry out many</p>

## Appendix G

desired	different types of cash transactions and was one of only three people in my last work experience who was able to do refunds.
<b>Other</b>	
25. Foreign Language	25. I can speak French to GCSE standard.
26. Full passport	26. I hold a full UK passport.



**Club 18-30 Holidays  
Russell Square  
London  
SW1 H2**

October 30th 2009

Dear

Thank you for your recent application for the post of resort rep with our company. We were impressed with your letter and would like to invite you for an interview on Thursday 13th November at 9.00 am.

The interview will be approximately 20 minutes and will be conducted by Mrs [redacted] Head of Human Resources and Ms [redacted], Team Leader for Greek Resorts.

Prior to the formal interview process, you will be required to take part in two short observed activities with other candidates and complete a numeracy test.

Successful applicants will be informed of the interviewers' decision within five working days.

If you are able to attend the interview could you please confirm this to the above address by Friday 7th November.

I look forward to meeting you

Yours sincerely

A handwritten signature, likely of the Human Resources Director, written in black ink.

Human Resources Director

1<sup>st</sup> November 2008

Dear Ms:

Thank you for your letter inviting me for interview on Thursday 13<sup>th</sup> November. I will be pleased to attend.

I look forward to meeting you.

Yours sincerely

A handwritten signature in black ink, appearing to be 'S. W. O.', written in a cursive style.

**Appendix J**Research into Club 18-30

- o Established in 1970
- o Taken over by Thomas Cook in 1998
- o They have 110,000 customers per year which creates £50million revenue
- o The main competitor is 2wenties which is run by 1<sup>st</sup> choice
- o Typical activities on a Club 18-30 holiday are; shopping trips, water sports, beach and boat parties and going clubbing.
- o The destinations they visit are;
  - Zante, Lagana
  - Cyprus, Ayia Napa
  - Mallorca, Magaluf
  - Ibiza, San Antonia
  - Rhodes, Falaraki
  - Crete, Malia
  - Egypt, Sharm el Sheikh
  - Tenerife, Playa De Las Americas
  - Corfu, Kavos
- o Thomas Cook also has a similar company called Escapades which also provides young adult holidays so it could be competition to the Club 18-30 brand but not to the main company as they are run by the same one.



### Questions to ask my interviewers

- Are there progression opportunities within the job role?
  
- I see you have been changing the image of Club 18-30. Is this a continuing project or do you feel that you have now achieved your aims?
  
- Would there be any opportunities to carry on the job by moving resorts during the winter months?



## Witness Statement

**Student:** [Handwritten name]

### Unit 16 Human Resources in Travel and Tourism

The following feedback sheets were completed by the two tutors who conducted the role-play interview for AO3 and are an accurate reflection of the performance of the above named student.

Signed.....

T&T Tutor

T&T Tutor

Date: 31<sup>st</sup> October 2008



## Total scoring

Candidate name: \_\_\_\_\_

Section	Score available	Actual score
Written application	15	14
Personal introduction	25	25
Problem solving	25	24
Numeracy	10	10
Appearance	20	17
Interview	40	38
<b>TOTAL:</b>	<b>135</b>	28



## Personal introduction scoring

Candidate name: \_\_\_\_\_

Skills	Comments	Score
<b>Confidence</b>	Excellent. Good eye contact with everyone and relaxed body language	1 2 3 4 ⑤
<b>Oral communication</b>	Very good. Articulate and well delivered humorous talk.	1 2 3 4 ⑤
<b>Sense of humour</b>	Made audience laugh. Great use of picture joke.	1 2 3 4 ⑤
<b>Outgoing</b>	Attempt to connect with audience	1 2 3 4 ⑤
<b>Friendly</b>	Nice opening. Lots of smiles	1 2 3 4 ⑤



## Problem solving scoring

Candidate name \_\_\_\_\_

Skills	Comments	Score
<b>Confidence</b>	Spoke calmly but firmly - rest listened to her	1 2 3 4 <b>5</b>
<b>Oral Communication /listening skills</b>	Listened intently to everyone's contribution and responded well. Took a major part. Fed back results	1 2 3 <b>4</b> <b>5</b>
<b>Problem solving</b>	Analytical approach - good at prioritising urgent issues	1 2 3 4 <b>5</b>
<b>Team working</b>	Refocused group when rest thought they had finished - a completer	1 2 3 <b>4</b> 5
<b>Customer focused</b>	All input was focused on customer - explained their needs clearly	1 2 3 4 <b>5</b>



## Appearance scoring

Candidate name: \_\_\_\_\_

	Comments	Score
<b>Dress</b>	Excellent - very smart appearance	1 2 3 4 5
<b>Body language</b>	Excellent - positive and confident.	1 2 3 4 5
<b>Eye contact</b>	Good - occasionally lacking	1 2 3 4 5
<b>Facial expression/ mannerisms</b>	Generally positive but needs to smile more	1 2 3 4 5



## Interview Questions

Candidates name:

Tell us a bit about why you want to be one of our holiday reps

Very realistic idea. Fun but also hard work. Good experience. Wide range of skills

1
2
3
4
5

M

So what skills do you think that you have that would make you a good rep?

Control groups  
Fun  
Team & individual work  
Selling skills - up-selling  
Organised.

1
2
3
4
5

JK

I see that you have achieved a double A' level in Travel and Tourism. What aspects of the course might help you if you were to work for us?

Resort rep - good examples given  
Customer service - how to deal with different types. Role-plays

1
2
3
4
5

Need to smile for more.  
Eye contact wavered

One of the key qualities that we look for in our reps is common sense when dealing with problems. What sort of problems do you think that you might have to deal with?

Complaints - lots of e-gs given  
Drunkness - consequences  
Accidents/deaths.  
Police/authorities.

1
2
3
4
5

You have a range of work experience. Can you tell us about one aspect of this that would help you in your role as a holiday rep?

Blue Dolphin - complaint handling  
Seeing customer point of view.  
Defusing situations  
Ensuring customer satisfied.

1
2
3
4
5

No job is perfect. What do you think the downside might be in working as a Club 18-30 rep?

Very hours.  
Unsocialable  
~~work~~  
Living away from family  
Dealing with problems

1
2
3
4
5

You've applied to one of the biggest holiday companies. What do you know about our company?

My Travel merger  
1st Tier Operator  
Investors in People.  
Range of brands.

1
2
3
4
5

What questions would you like to ask us?

Opportunities for progression.  
What training is provided.  
Why is image of brand being changed.

1
2
3
4
5



# AO4 –

An evaluation of the way in which the Crown Spa Hotel manages the training, motivation, performance and discipline of its staff



**AO4 – Critical and comprehensive evaluation of the way the Crown Spa Hotel manages the training, motivation, performance and discipline of its staff**

The Crown Spa hotel aims to be Scarborough's preferred hotel and leisure employer. They say that their staff are their most important resource and they could not be in the position they are today without them. To make sure their staff remain happy working for them they need to make sure they are trained properly, well motivated, have their performance monitored and have rules and disciplinary procedures. Below is a full evaluation of these procedures as used in the Crown Spa Hotel.

**An evaluation of the training at the Crown Spa Hotel**

The Crown Spa Hotel has many training procedures and systems to teach and improve their employees. Many of the procedures they use are very good and effective however I feel that some could be improved and new procedures added.

All staff must undertake compulsory training. This includes health and safety training and fire training and is completed by all new employees as soon as they start. This is very useful and important training as it covers things that all staff must be aware of such as fire exits and evacuation procedures so that if anything happens such as a fire or accident they are able to deal with it correctly and know all the correct procedures that they must follow.

The CSH also provides Welcome Host training which teaches all employees correct customer service procedures. There is a high success rate in this course with 90% of the employees achieving it. Customer service training is very important in the CSH as many of the roles are customer facing roles so they must

have the correct skills or the customers may not be satisfied and will not return. Also as the hotel is now a 4\* hotel the staff must have excellent customer service skills as the customers will be expecting a very high standard of customer service and if these standards are not met the company could lose future custom which will result in a loss of revenue.

*awarded by?* ✓

The Crown Spa Hotel also has an award winning traffic light training system. This is where there is a red, amber and green level and all the employees work through this. Everyone starts on red and then as they complete certain tasks and will move up until they reach green. Once an employee has reached green they will progress in the company so when a trainee receptionist has reached green they will become a proper receptionist and then when they reach green again they will progress to head receptionist. This is also displayed in the hotel in the form of a spreadsheet so that everyone can see what stage they are that and see what they need to do to get to the next level. The traffic light training system is a very popular training system as the employees are able to see the progression opportunities available to them and by being able to see where they are on the scale they will be more motivated to work hard and progress to the next level. ✓

Another training method that the CSH uses is a 'bottom up approach'. This is where all employees start at the bottom and then work up. This is a good method to use as it shows the employees that they can work up within the company so they will be more motivated to work hard and meet their targets as they know that there will be opportunities to progress. This means that when employees have completed their training they will be able to progress within the company to reach higher positions so they know that they are not going to be stuck in a lower down position forever. ✓

The Crown Spa Hotel will also pay for employees to take courses outside of the company. For example the senior sales assistants study further courses in

marketing at night schools and the CSH pays all the course fees and covers any other expenses. This shows that the company encourage their staff to develop as they want them to fulfil their potential as much as possible and by paying the fees it will encourage other members of staff to take on further training outside of the hotel which will result in more of the staff being qualified to a higher standard.

When a new employee starts at the hotel they have a three month probationary period. This means that if the company are not satisfied with them after this period and they are not improving they can let them go. During this period the new employee will undergo training and should have progressed to the amber level within the 3 months. The management will meet with the new employee at the end of each of the 3 months to let them know what they have done well and what they have not done so well. This is a good method that the CSH uses as it means that they do not have to keep the staff if they do not perform as is expected. It also gives the employees a chance to understand what they are good at and what they need to improve so the training can be focused around the areas they need to improve in. All new employees also have a full day induction with the HR Manager in which they are shown around the hotel in which they complete all the necessary paperwork, are shown all fire exits etc and meet their Heads of Departments. This is very useful for the new employees as they get to know as much information as possible about the hotel and get to know the HR Manager so they will feel more comfortable talking to her if they have any problems.

The Crown Spa Hotel has also achieved an Investors in People award which means that it values its staff very highly and provides excellent working standards and training. This shows that the Crown regard their staff as their most important resource and will provide them with the best training possible to make sure they can achieve as much as possible while working within the company.

also if  
employee  
not  
satisfied

Overall the training that is used in the Crown Spa Hotel is very effective and will benefit all the staff greatly. All the methods used show that training is managed very efficiently and aims to fulfil the potential of all employees. This shows that the CSH want their staff to be the best possible and their vision states that they want people to "exceed their own expectations and our company's through relevant training, development and enrichment." From this I can see that the company value their staff very highly and aim to give them the best opportunities available. Even though the methods used are effective I do feel that there are other things that the company could do to make the training even better and to enhance the quality of training that the employees receive.

Firstly I think that the company could introduce mentoring schemes for all new employees. This would mean that any new member of staff would be paired with a more experienced member of staff who would help them and teach them new skills. This would help the new employee to learn quickly as they would have a role model and would learn from them. It would also make them feel more comfortable as they would have someone they could talk to if they have a problem or do not understand something. The mentor could also set specific learning goals for the mentee which would also help to enrich their career. So overall, if the Crown Spa Hotel introduced a mentoring scheme I feel that it would help new employees to learn more easily as they would be able to watch someone more experienced and learn from them.

The Crown Spa Hotel could also have a coaching system which would mean the employee having a close relationship with the direct line manager who would then encourage them to perform an increasing range of tasks so they can learn from these. This would be very useful for employees at the CSH as it would help them to see their strengths and weaknesses through a reflection process and they could then work on these. It would also help the employees to feel valued which would then lead to increased self-confidence and self-

esteem. Overall I feel that if the CSH was to introduce a coaching scheme it would benefit all the employees as it would increase their motivation because they will feel valued which will in turn lead to an increase in performance. This will then also benefit the company as the staff will be performing better.

I also think that they could introduce apprenticeships which would mean that the CSH would offer a placement to a school leaver to train and teach them all aspects of the hotel industry and would help them to gain formal qualifications in this career area. This would be useful to the CSH as they could get young people and teach them about the hotel over a few years which would then hopefully result in them receiving an NVQ in travel and tourism, catering or housekeeping. This would benefit the company as it would mean that the employee would be trained from 'scratch' so they would not have learnt any habits that other hotels have that the CSH do not like and would result in the being more highly qualified so they would have better opportunities within the hotel in the future.

As most of the training at the Crown Spa Hotel is in-house and on-the-job training I feel that the CSH could benefit by introducing external and off-the-job training. This would mean that training consultants with specialist services would be brought in by the company. This would benefit the company and its employees as external training tends to have a broader scope than in-house training however it is usually quite expensive so even though it could benefit the CSH in the long term as the employees will be better trained it will cost them in the short term and could cause cash flow problems.

Overall, I think that the Crown Spa Hotel has many established training systems that are very effective. This is proved with the traffic light system winning awards and the hotel achieving an Investors in People Award both of which show that the systems work and that the employees are satisfied with the training methods. The CSH's training is focused around getting the most out of all their employees

and trying to encourage them to develop. This shows that they value their staff highly however I feel that if they added other training systems such as the ones that I have mentioned then they could develop their staff even further and would help them all to achieve their full potential more. ✓

Good

A04 3

### **An assessment of the way members of staff are motivated by the Crown Spa Hotel**

There are many things that the Crown Spa Hotel do to try and motivate their staff. Firstly they have the traffic light scheme which they also use for training. It motivates staff because when they complete a section the pay increases by 5p per hour and they could also receive a promotion. This is a very good motivation method that is used by the CSH because it will motivate the staff as they will want to move up levels of the system so they will work harder to meet their targets so that they can move levels and receive a pay rise. ✓

Another motivation method is the rates of pay. All staff are paid above the minimum wage and supervisors are paid 35/40p above the minimum wage. This is a good motivation method as the staff know that they are being paid more than the staff in the other hotels in the area so they will be motivated to work so that they can keep their jobs as they will not receive as much money in any of the other hotels in the area. Part time staff are also paid the same as full time staff so this will motivate the part time staff as they will know they are being treated the same as the full time staff and they are not being unfairly treated just because they are part time.

One more motivation method used by the company is an employee of the month scheme in which one employee from the whole company is chosen as the person who has improved or achieved the most during the month and they then win a prize such as a membership to the gym or a meal in the restaurant.

This is a very good way of motivating the staff as they will be competing with each other to win the prize so this will mean they will be working harder to try and be the best. Overall this is a very good and effective method that the CSH uses as it motivates the staff as they are all wanting to win the prize so they working hard to compete against each other and win.

The Crown Spa Hotel is a fair employer and treat all staff well as they are seen as their most important resource. This will motivate the staff as they will feel valued and they will be more willing to work hard if they are treated well. The Crown Spa Hotel also has very nice facilities such as a gym, pool and spa which all the staff can use and this will be a good method of motivation as they know that they are privileged to use these facilities so they will work hard to maintain this privilege.

Overall I feel that all the methods of motivation that the CSH use are very effective as they all offer incentives for the employees which will make them work harder. Also by treating their staff very well will also be one of the main motivation methods as they will feel valued and will enjoy working for the company which will make them happier to work hard. I do however feel that there are improvements that the CSH could make to their motivation methods to make them more effective.

Firstly I think that the Crown Spa Hotel could introduce job enlargement, job enrichment and job rotation. These would all encourage the staff to perform their jobs more efficiently therefore increasing motivation. Job enlargement would mean that the CSH would combine a variety of fragmented tasks into one job so that the employee has a greater variety within their work. This would mean that they would be more motivated as they would have more tasks to do so that they are not always just doing one thing which could become boring and would demotivate them. One example of this could be rather than just answering the phones and passing the bookings on, the reception staff could

\* could link motivation to one of motivational theories

actually take the bookings so that they would have more variety and would not become bored as they are doing more. ✓

Job enrichment would maximise the interest and challenge in the work by adding more responsibility and independence to the job role. This would motivate the employees as they will have their own responsibilities which will mean that they will want to work hard so that they can keep these responsibilities and they will feel more important and valued within the company. This could also be done by allowing the receptionists to make bookings as this will provide them with more responsibility and independent and more them feel more valued and important. ✓

Job rotation would mean moving the staff from one task to another and this would increase motivation as they would not always be doing the same thing which could become quite boring. One way that the CSH could do this would be to have the receptionists rotating jobs. For example the receptionists could change their tasks every week so one week one person could do the check-ins, the next week they could do the paperwork and another week they could do bookings. This would mean that they would not become bored as they are doing different things so they would be more motivated. Overall I feel that if the CSH introduced these methods, motivation would increase within the staff as they would have more responsibility and variety within their jobs.

The Crown Spa Hotel could also use quality circles. This would mean small groups of employees would meet regularly to come up with ideas aimed at improving the quality of the service offered and could be used as a problem-solving group in which employees could communicate problems to senior management. This would improve motivation within the CSH as the employees will feel more valued because they are given an opportunity to share opinions with other employees. ✓

Another method that the Crown Spa Hotel could introduce which I feel would greatly increase the motivation is empowerment. This would mean that the company would encourage the staff to participate in decision-making processes such. This could mean that the receptionists would have the power to decide whether to offer a reduced room rate or to upgrade a reservation for no extra charge instead of having to pass these decisions onto the sales department as they do now. This would increase motivation as it would be giving the staff increased responsibility so they would feel more important and valued.

The Crown Spa Hotel currently uses financial and non-financial awards as a method of motivation such as a 5p pay rise when the employees complete a level of the traffic light system and the employee of the month scheme however I feel that there are other rewards like this that they could introduce. They could introduce financial awards such as individual bonuses for meeting targets and profit sharing. This would motivate the staff as it has been proven that pay is a major motivating factor for many employees. The CSH could also introduce non-financial awards such as time off and tickets for sports or cultural events. This would motivate the staff as they will know that they could have very good rewards if they work hard and meet targets.

Overall I think that the motivation of the staff at the CSH is very good. They have many methods that they use so there should be at least one method that will work for everyone. Many of the methods revolve around rates of pay and I think this is very effective as many staff are motivated by money. One fact that suggests that the motivation methods work well is the level of staff turnover. The CSH has one of the lowest levels of staff turnover out of all the hotels in the area so this shows that the staff must be motivated or they would not stay with the company. Even though I feel that the methods of motivation used are very effective I think that if they made some improvements and added new methods

such as giving them more responsibility and more rewards the motivation would be improved even more. This shows that even though the methods used are good and are proven to work well with a few changes it could be even better.

*Some very good suggestions*

A04 3

### **An analysis of the effectiveness of the Performance Management Systems at the Crown Spa Hotel**

The Crown Spa Hotel has two main performance systems that they use to monitor the performance of their employees as well as informal observations by managers and supervisors. The first of these systems is a probationary period which all new employees have. This is a three month period which all new employees have and it is after this time that the company decide whether to keep them on or not. The employees have an interview with their line manager at the end of each of the three months in which they can reflect on their performance and see what they have done well and what they have not done so well. This is a good method of performance management as it gives both the employer and the employee a chance to see what their strengths and weaknesses are and they can then work on them and improve them. They can also see how well they are performing within the company and check that they are meeting the performance levels that the hotel expects.

Another method of performance management that the Crown Spa Hotel uses is annual appraisals. This is where each employee has a one to one meeting with their line manager once a year in which they review their performance and set targets for improvements, training and anything else they think suitable. This is also a very good way of monitoring the performance of the employees as it gives them a change to talk to their line manager one to one so that they can discuss any issues that they may have and the manager can tell them what they are doing well and what they are not very good at. It also gives the manager a

chance to set the employee targets to try and improve their performance even more.

Overall I think that the performance management methods used by the company are very good and effective as they all help both the employer and employee to see where they are performing well and where they are not performing very well and then to set them new targets to improve their performance further. However I do feel that there are some improvements that could be made to the performance management systems used at the CSH.

Firstly, the Crown Spa Hotel could consider introducing self, peer and organisation evaluations. This would be a more informal evaluation of performance which could be carried out by individual employees or groups of employees as part of their everyday work. This could increase the effectiveness of the performance management at the CSH because the employees will be able to discuss things informally with each other that they may not want to discuss with more senior members of staff and then if they feel it is an important issue they can then mention it at their appraisal. It may also be easier for the employees to reflect on their performance while they are working rather than after at an appraisal so this method would be useful in this was as well. ✓

They could also introduce performance-related pay systems which would mean that the employee's salary would be determined directly by their achievements against pre-set performance criteria. This would improve the effectiveness at the CSH as it would mean that it is easy for the management to see who is performing well and who is not and it would also increase the performance of the employees as they would be motivated by the increase in pay so they would perform better to achieve this. - any possible disadvantages of this?

Overall I think that the performance systems used at the CSH are very effective and will help the management to monitor the performance and the employees ✓

Shelley Wilson

to improve their performance however I feel that if they made the improvements mentioned above then it would make the performance at the Crown Spa Hotel even more effective.

*Jared*

### **Disciplinary Procedures**

Vicky Riley (HR Manager at the Crown Spa Hotel) said that disciplinary procedures are one of the worst parts of her job. This is because many of the employees at the hotel are friends and she socialises with them outside of work but it is vital this does not get in the way of her doing her job properly and proper disciplinary procedures must always be followed even if the employee in question is a friend.

It is important for the Crown Spa Hotel to have rules as it ensures that all staff behave properly and everyone must abide by these rules. If they are broken the employee will face disciplinary procedures. Disciplinary can involve misconduct which covers minor issues and gross misconduct which covers major issues such as stealing. The Crown Spa Hotel has a set disciplinary procedure with set steps that they follow and this is;

1. The employee receives a letter inviting them to a disciplinary meeting.
2. They have a disciplinary meeting which is chaired by Vicky Riley (HR Manager) who also has a hotel witness and the employee can also take someone with them. It is then important for Vicky to listen to the employee's side of the story and she also needs to be aware of any relevant employment laws.
3. The meeting is then adjourned for a decision to be made.
4. A letter is then given to the employee to confirm the action that is being taken. The employee will have received a verbal warning before the

meeting so they will receive a set letter and will be either a warning or a dismissal letter.

5. If the employee has been dismissed and they do not feel that it was a fair decision then they can appeal against the action taken. ✓

Overall I think that this system is very effective as it is very thorough and gives the employee the chance to put across their side of the story. It is also a long process so it makes sure that all correct actions are taken and everything is thought through properly before a decision is made. This makes sure that the decision is not rushed which could result in the wrong decision being made as they will not have had time to consider all sides of the story.

*- Any suggestions for improvement?*

## **Employment Laws**

There are many employment laws that the Crown Spa Hotel must be aware of and it is very important that they comply with these laws. They are;

- **Race Relations Act 1976** – this act operates in direct and indirect discrimination. Direct discrimination is when an employer treats someone unfavourably because of their ethnic background or nationality. An example of this could be when the CSH is recruiting for new staff they could reject applicants by using the equal opportunities questionnaire section of the application form to reject candidates from certain ethnic groups. Indirect discrimination often occurs unintentionally and an example of this could be the CSH stipulating a UK based qualification as a condition of employment as this could disadvantage candidates from other ethnic backgrounds. *Good.*
- **Equal Pay Act 1970** – this means that the CSH must pay men and women the same rate to eliminate discrimination and promote equal

- opportunities. Factors such as length of service, educational background and regional allowances have to be considered when comparing pay.
- **Sex Discrimination Act 1975** – this goes well with the equal pay act as it makes sure that men and women are treated the same in selection, training, promotion and other similar areas. This means that employees will not be discriminated against because of their sex. For example women should not be asked questions at interview that you would not ask a man such as what will happen to their children when they are off school sick and women should not be paid less than men for the same job. *Also apply training*
  - **Disability Discrimination Act 1995 (amended 2004)** – this act makes sure that people with disabilities are not discriminated against. Under this law it is still legal to list 'good record of health' as a job requirement as the main emphasis of this law is on the ability of people with a disability to carry out the day-to-day activities of the job. This means that as long as a CSH employee can carry out the normal activities of a job they cannot be discriminated against just because they have a disability.
  - **Working Time Regulations 1998** – this restricts the number of hours that an employee can be contracted to work. This includes a maximum average weekly working time of 48 hours over a 17 week period, a maximum average night work of 8 hour in each 24 hour period averaged over 17 weeks and a break of 20 per day if working over 6 hours per day. *- Explan on CSH*

The Crown Spa Hotel must follow all of these regulations because if they break any of them they will be breaking the law. This could lead to legal action and the company having to pay out large sums of money. It would also damage their reputation and deter people from wanting to work there.

## Attitudes and Values of Crown Spa Hotel stakeholders in relation to Human Resource practice within the Crown Spa Hotel

Human resource practise is one of the most important practises used within the Crown Spa Hotel. This is because their vision is to be "Scarborough's preferred hotel and leisure employer" so they must have excellent human resources to achieve this. ✓

From looking at all the previous sections I can conclude that the CSH has excellent HR practice and has well established and effective training, motivation, performance management and disciplinary procedures which all show that they value their staff very highly and want them to be the best they can be. This is confirmed by Vicky Riley the HR Manager who said that their staff are their most important resource and if they were not treated well then the business would not have been able to grow and become the only 4\* hotel in Scarborough. This shows that the HR department need to make sure that the staff are treated well as they need them to continue to improve and keep their new 4\* status.

- Who are stakeholders?

- How are they affected by HR practice?

