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OCR
RECOGNISING ACHIEVEMENT

Travel and Tourism

OCR Advanced GCE H589/H789 Unit G735 Human Resources in Travel & Tourism

Unit Recording Sheet

Please read the instructions printed at the end of this form. **One** of these sheets, suitably completed, should be attached to the assessed work of **each** candidate.

Unit Title	16 Human Resources in Travel and Tourism	**Unit Code**	G735	**Session**	~~Jan~~ / June
Centre Name				**Centre Number**	
Candidate Name				**Candidate Numbe**	

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 complement this process, you will give an evaluation of how **one** of your chosen organisations manages the performance and discipline of its staff.

Criteria			Teacher Comment	Page No.
AO1.1: You provide a brief summary of the management and planning of human resources for two travel and tourism organisations which shows some understanding, but with little comparison made between them; there are omissions or inaccuracies in the interpretation of technical language or content, and little consideration of each organisation's values and attitudes in relation to human-resource management and planning; [0 1 2 3 4]	**AO1.2:** you produce a report on the management and planning of human resources for two travel and tourism organisations, where some features may be covered in more detail than others, showing knowledge and understanding; you contrast and make some comparisons between the two organisations, and give some consideration to each organisation's values and attitudes in relation to human-resource management and planning; [5 6 7] Extend feeling	**AO1.3:** you produce a report on the management and planning of human resources for two travel and tourism organisations, showing full understanding of the issues, and you identify different approaches used by each organisation; you make a comprehensive comparison between the two organisations, with mature consideration of each organisation's values and attitudes, in relation to human-resource planning and management. [8 9 10] Not applied effectively	A good understanding of the main issues involved in the management and planning of HR comparisons are made between the 2 organisations which reflect values and attitudes Further information for Management (for CSH) & planning included in A04 Mark: 7	1 – 13 35 – 43
AO2.1: You apply knowledge and understanding of the recruitment and selection process by producing an outline plan for a job role in one travel and tourism organisation, with outlines of a needs-analysis, a job description and a person specification; your use of terminology is not always accurate and written communication lacks detail in accuracy and content; [0 1 2 3 4]	**AO2.2:** 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; [5 6 7 8]	**AO2.3:** you provide thorough evidence of the planning and implementing of the recruitment and selection process for a job role in one travel and tourism organisation, with a comprehensive needs-analysis, appropriate job advertisement, job description and person specification, which fully reflect the job role, showing full application of knowledge and understanding; there are no inaccuracies in content and the coverage of the skills required is complete; you present your work logically, showing use of appropriate terminology and your meaning is clear and accurately conveyed. [9 10 11 12]	Thorough evidence of planning recruitment and implementing a Selection & Process for a 'Trainee Receptionist' which includes: Comp. Needs Analysis Job Description Person Specification demonstrating a good application of knowledge & understanding Mark: 11	14 – 22

Criteria			Teacher Comment	Page No.
AO3.1: You provide limited evidence of your participation in an interview, as a candidate, for a job role in the travel and tourism industry; there may be limited evidence of your research into the requirements or skills of the job concerned and no attempt at analysis of your own performance; [0 1 2 3 4 5]	**AO3.2:** you provide clear evidence of your research into the requirements of the job for which you are being interviewed, as well as evidence of your participation in the interview, as a candidate, for a job role in the travel and tourism industry; you provide an analysis of your performance, with some attempt at making recommendations for improvement in your performance or further skills that you need; [6 7 8 9]	**AO3.3:** you provide comprehensive research into the requirements of the job for which you are being interviewed, and you give a mature performance in an interview situation for this job within the travel and tourism industry; you also produce a thorough analysis of your performance during this interview, with well-considered recommendations for improvement in your performance and the skills which you need to develop to improve this performance. [10 11 12 13]	Mark: 11 Good, thorough preparation for the role of Resort Representative. Good skills demonstrated at interview Thorough analysis of performance with well considered recommendations for improvement	23 — 30 32 — 34 Appendix 7, 8, 9.
AO4.1: You evaluate briefly how your chosen organisation manages the training, motivation, performance and discipline of its staff and your conclusions and references to relevant legislation are limited; there are omissions and/or inaccuracies in your interpretation of technical language or content; [0 1 2 3 4 5]	**AO4.2:** you provide an evaluation of how your chosen organisation manages the training, motivation, performance and discipline of its staff and you draw some supported conclusions, which may not be wholly realistic but meet the requirements of current legislation; there may be some inaccuracies and/or omissions in content and little reference to values and attitudes of stakeholders; [6 7 8 9 10]	**AO4.3:** you produce a critical and comprehensive evaluation of the way the chosen organisation manages the training, motivation, performance and discipline of its staff, which includes valid conclusions and recommendations for improvement reflecting the effects of legislation and the values and attitudes of stakeholders. [11 12 13 14 15]	Mark: 12 You provide a comprehensive evaluation of Training, Motivation, Performance & Discipline with valid conclusions and recommendations	35 — 43
		Total/50	41	

If this work is a re-sit, please tick		Session and Year of previous submission	Jan / June	2	0	0		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).
Please complete one *Centre Authentication Form* (CCS160) for each unit and forward to the moderator with your sample.

Guidance on Completion of this Form

1. **One** sheet should be used for each candidate.
2. Please ensure that the appropriate boxes at the top of the form are completed.
3. 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.
4. 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.
5. Add the marks for the strands together to give a total out of 50. Enter this total in the relevant box.

Moderated

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AO1 -
A report on the management and planning of human resources at the Crown Spa Hotel and the Scarborough Tourism Information Centre

A01.2

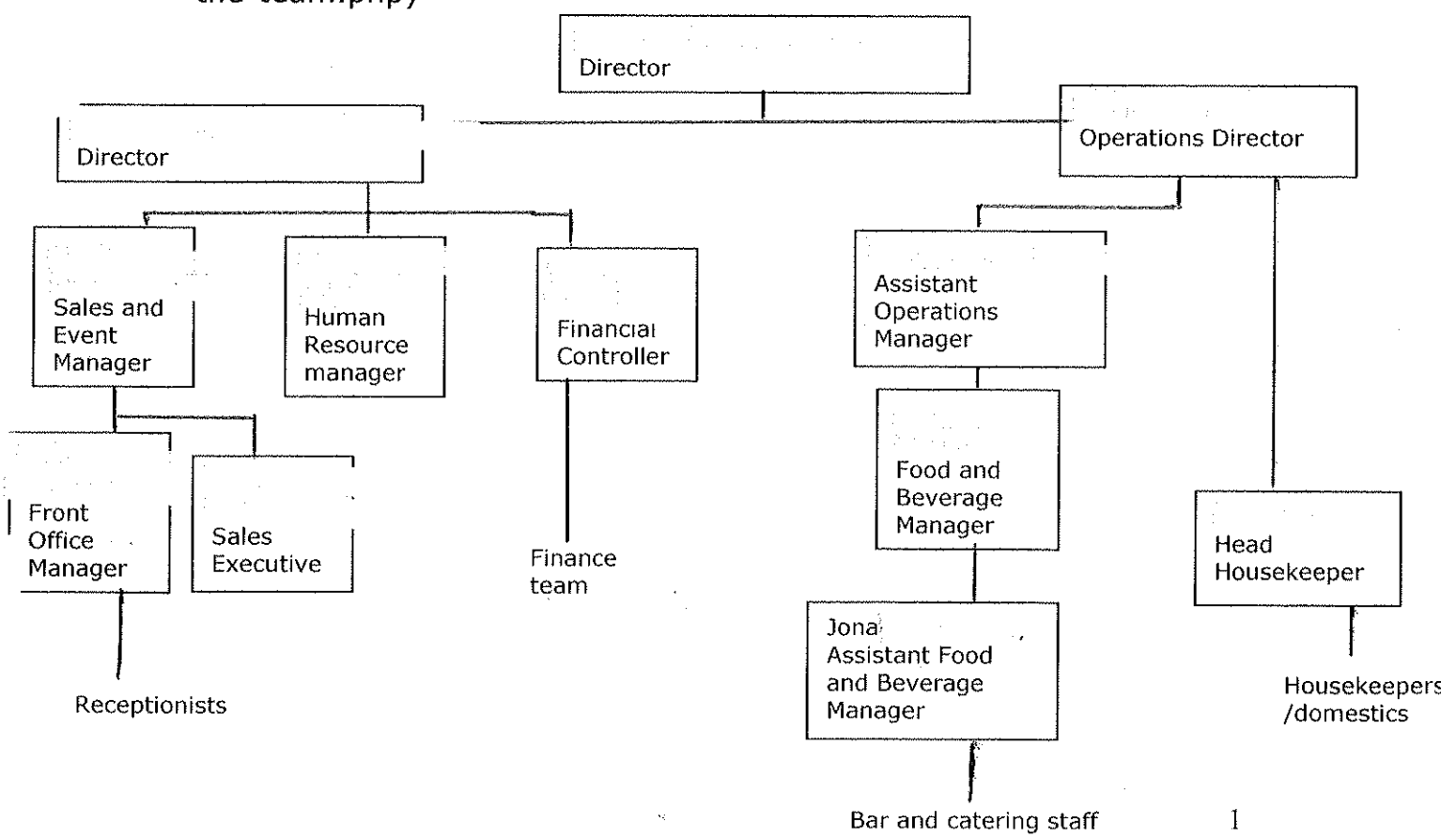
Unit 16 – Human resource management

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

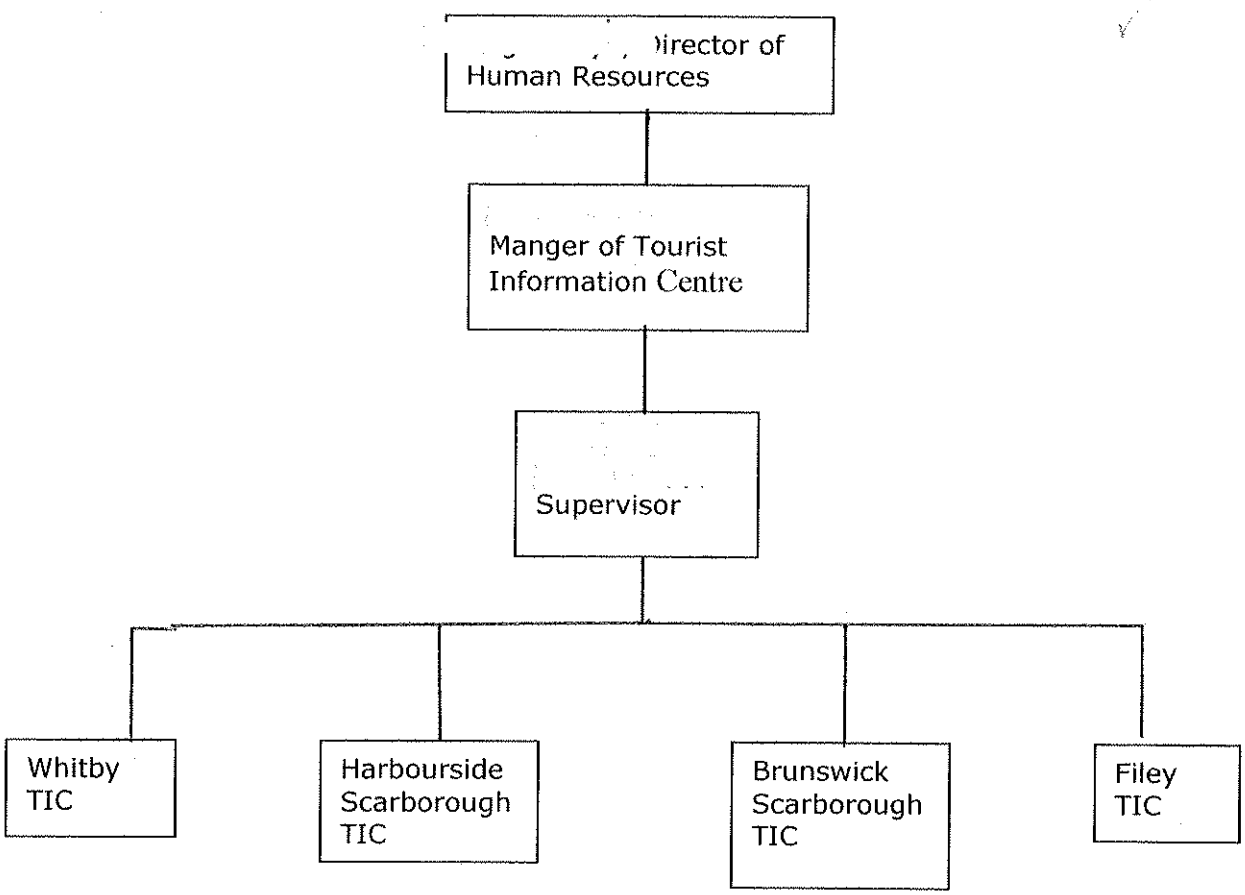
For this assignment I have looked at two different organisations, the Crown Spa Hotel and the Tourist information centre in Scarborough.

The Frank family privately owns the Crown Spa hotel, with brothers Richard and David being the managing director and the administrative director. The business is in the private sector and is built up on the grounds of profit maximising. The hotel is the only 4* hotel on the Yorkshire coast. The hotel has many different facilities for the people staying at the hotel as well as local people who may wish to use them. Some of the facilities include different restaurants and bars within the hotel, spa and gym facilities, as well as conference and function rooms. (Source www.crownspahotel.com)

The Crown Spa Hotel has a good organisational structure of the management team. (Source http://www.crownspahotel.com/meet-the-team.php)



The tourist information centre is a publicly owned organisation run by the council. It was set up as a service to provide local citizens as well as visitors with expert advice on a wide range of topics such as accommodation, where to eat and drink, attractions, walks and talks. There are four different tourist information centres within the borough area, all providing a service to the public. There is one in the Brunswick shopping centre, which is ideal as it is accessible as it's in the middle of the town. There is one on the Harbour side, Sandside (pictured above) again this is really good as it is on the beach so tourists will easily see it. The other ones are in Filey and Whitby. Each centre is staffed with two customer service assistants who have been given thorough training in all aspects of tourism in Scarborough. They have a supervisor and a manager. Also from the Scarborough Borough council they have a large Human Resources Department and the director of Human Resources is [illegible] hey too have a structured organisation structure.



Human resource management is the function within an organisation that focuses on the recruitment, training, retention and performance of staff. It is the management that deals with issues related to the staff such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training. (Source: A2 Level Travel and Tourism book)

Human resource management is an important factor in all organisations. That's why a lot of care must be taken with the planning for human resources. This is to ensure that they will always have sufficient staff through out the working day/night. This includes having enough cover for when people are on designated breaks at different points in the day. Also it is important for the organisation to plan if certain skills and experience are needed for the types of roles staff are required to do.

For the management to be able to identify the staff required for the organisation at any given time they use a needs analysis. A needs analysis identifies the number of employees required as well as enabling the human resource department to distinguish the type of skills of the employee best suited to each job role.

The Crown Spa Hotel and the tourist information centre use needs analysis within their different sectors to make sure everything runs smoothly. This is very important as the Crown Spa hotel pride themselves on being an excellently run hotel as it is the only 4 star hotel in Scarborough. (Source: , , ee Appendix 1) Also the Tourist information centre needs to keep up a good corporate image, as it is part of a big organisation. For example one way in which the Crown Spa Hotel use needs analysis is when catering for meals. They use the analysis to see how many customers are eating at that certain time, such as breakfast. From this information they can then work out how many waiting staff and cooks will be needed. Also another factor it relies on is room occupancy. The busier the hotel is, the more staff that is needed. In comparison the Tourist information centre uses a needs analysis in the same way. Depending on the seasonality they can work out how busy they think the centre is going to be, therefore how many staff will be needed.

Employers offering jobs and work and the employees offering skills and the willingness of working determine the labour market. Along with economic conditions and other factors. (Source: A2 Level Travel and Tourism book)

It is important for organisations to keep well informed about the changes within the labour market. This is due to these changes can effect recruitment and retention of staff within the organisation. Many factors can affect the labour market, these can be external or internal influences.

External factors consist of those that are out of the organisations control.

The Economy: - The economy is quite a big factor that can effect organisations in both positive and negative ways. Depending on what financial state the country is in, for example if they are in recession people may not want to spend a lot of money and be more aware of their disposable income.

As the economy isn't so good at the moment this will be affecting the Crown Spa Hotel. It could be affecting it in a negative way due to people not wanting to spend as much money. With the hotel being the only four stars in the area it will be more expensive than others. So people may opt for a cheaper hotel in the area, as there are plenty of two and three star hotels. However it could also give a positive effect to the business. People who usually go abroad on holiday may find it getting to expensive. So instead they may decide to go to a luxurious hotel in the UK. This is good for the Crown Spa Hotel as they have lots of facilities, especially for people still wanting to go on luxurious holidays as the Crown Spa has excellent facilities for that including spa and gym with large jacuzzi, pool, sauna, sanarium, aroma room, steam room and retreat lounge. (Source: www.crownspahotel.com) In comparison at the Tourist information centre it doesn't affect them in the same way as it would the Crown Spa, this is because people in and coming to the area still need to use all the information that the Tourist Information Centre provides, such as leaflets. However due to the economic state less people may be coming to the area or gong out on day trips. However like the Crown Spa Hotel it can affect their hotel booking side of the organisation. Over the summer they only had half as many bookings as they did the previous year. (Source: Kirsty Blenkinsopp – See Appendix 2) This affects them as hoteliers pull out from using them as advertisement as they aren't getting enough custom. This causes the Tourist Information Centre to lose money. (Source: [illegible] opp– See Appendix 2)

Employment levels: - This can effect an organisation when wanting to recruit more staff. There are currently more people actually in work and looking for work than there has ever been. However this is changing due to the credit crunch and employment levels will fall and there will be greater unemployment. This benefits organisations due to if they need staff there will be plenty of people looking for

jobs. Although if there are more people in work it might be harder to find a certain skilled specialist as they are all employed as there are less of people specialised in certain fields.

At the Crown Spa they are able to change their employment levels throughout depending on how busy it is going to be. They will be able to make an educated guess to how many staff is required on the bases of how many people are at the hotel and time of year. So if more staff were needed there are plenty of people looking for work so these positions can easily be filled. (Source: [illegible] – See Appendix 1) In comparison at the Tourist information centre they too can guess which months of the year they are more likely to be busy, normally the summer months. (Source: [illegible] – See Appendix 2) So they can employ more staff for the busier times, temporary staff. Again if there are a lot of people looking for work these positions wont be hard to fill. Also both organisations pay above the minimum wage, this will help to attract potential employees.

Employment trends: - This is important as the types of careers in travel and tourism are always changing over time due to customer demands and jobs available. This can effect organisations due to there may not being enough qualified staff for the job position you have to offer, this is due to people choosing not to train in that field of work any more as it is seen as a not as a highly needed trade. For example from the growth of the internet and technology not as many people are opting to train as a travel agent. This causes problems if staff is needed still on high street travel agencies, as they may be a shortage of qualified travel agents. This would cause travel agencies needing to recruit unqualified people and train them up themselves, causing them a lot of expense.

At The Crown Spa Hotel they take a lot of care when hiring their staff. This is due to it costing them less to train up staff and keep that staff. Rather then hiring staff and then constantly losing them to other jobs. (Source [illegible] See Appendix 1) This has been shown through there low staff turnover, showing staff are happy working for the organisation. (Source: [illegible] See Appendix 1) In contrast the Tourist Information Centre seems to have a very high staff turnover. (Source: [illegible] See Appendix 2) This suggests that they don't take as much time and effort as the Crown Spa do in choosing their staff and training them adequately. Also it could imply that the job is less rewarding then that of the Crown Spa. Which results in their employees leaving after a short period of time.

Skills shortages and surpluses: - Skill shortages are a large problem within the travel and tourism industry. A large proportion of staff employed in certain sectors of the travel and tourism industry are

unskilled. This is due to many school leavers going into employment without the necessary skills. But are able to get work because employers are unable to find people with the correct skills. Employees compensate for this by recruiting more staff or including specialist training as part of their introduction training. Then there are skill surpluses, which can occur where amounts of people have a certain highly qualified skill, but employees are not looking for that particular qualification at that time. This can result in people having to work for a much less wage or unemployment.
For the Crown Spa Hotel and the Tourist information Centre this isn't really an issue as both organisations are able to get the correctively qualified staff to fill their positions within the organisation. Also both organisations offer the necessary training to be able to do the jobs that are required. (Source: , p– See Appendix 2) However the biggest problem that the Crown Spa Hotel has is that they are unable to easily find a local qualified and experienced chef. (Source: – See Appendix 1) This results in them needing to advertise the position nationally and offer higher salaries to attract the better chefs to come.

Competition for job seekers: - This occurs when employers require a certain skilled person to fill a particular vacancy that has a skill shortage. So as there is a shortage of people who can do the job all the same types of organisations will be competing to recruit the best employee that will be out of very few applicants. (Source: A2 Level Travel and Tourism book) For an organisation to be able to win over a skilled person who is wanted by other organisations, they will need to offer the best work. This will include competitive salaries and other benefits, such as bonuses and better holidays. At the crown Spa Hotel they offer their staff above minimum wage to compete with other organisations. (Source: Appendix 1) The main competition they have is the fact that Scarborough is a seaside resort so there are a lot of hotels within the town so it would be quite easy for their staff to find other jobs. So they have to keep a good and respectful relationship with there staff. In contrast at the Tourist Information Centre they don't particularly have any competition in the surrounding area, as they are there to provide a service, not to profit maximise. However high staff turnover is a problem for them and need to constantly recruit. (Source: pp– See Appendix 2) They too pay over the minimum wage so this will attract potential employees.

Market demand: - This is the demands of all potential customers (market participants) for a specific product over a specific period in a specific market. (Source http://www.businessdictionary.com) Within the Crown Spa Hotel and the Tourist Information Centre the

demand will be higher in the peak seasons, such as bank holidays and peak weeks in summer. At these times there is a larger amount of customers that need to be dealt with. To make sure customer service stay to its best and both organisations can comply with the demand the customers have upon them, they need to have more staff working at these times. As it makes the ratio to staff and customers better, which enables the organisations to deal with the market demand better.

Location issues: - Most jobs that are available are mainly aimed at local people wanting to work in the travel and tourism industry. (Source: A2 Level Travel and Tourism book) This is due to the career opportunities and rate of pay not being that great to attract people from outside the local area. This affects the way an organisation would target recruitment campaigns. They would aim it at people living within the local area, with some exceptions for jobs such as top chefs and high-end managers.

The Crown Spa Hotel is in a good location to attract a lot of employees from the surrounding area. As it is walking distance from the main town centre. Also there are bus routes up to the area and car parking available. As Scarborough is a seaside resort there are plenty of people who are living in the area and it is a popular destination for tourists. The Tourist Information Centres are also in a good location, as they are easy to get to from a customers point of view. For example in Scarborough there is one in the middle of town in the shopping centre and the other is next to the harbour on the beachside. This makes them really accessible four customers, and for tourists to easily find. (Source: – See Appendix 2) In comparison to the Crown Spa Hotel they too are in a good location for employees to get too. A bus runs around the Marine Drive throughout the day that would be ideal access for employees at the harbour centre. For the town centre there are a variety of buses from all different areas that go to town, as well as a car park within the centre. Also for people who may live quite far out of the town there is a park and ride, which they could use.

Seasonality, tangibility and perishability: - Seasonality can influence the labour market of an organisation. Visitor attractions only tend to open in certain months. This is because they feel it would be pointless to open in the other months, normally the winter months, as they won't make enough profit for it to be worth opening. This can affect the labour market, as some people may want permanent positions not just seasonal. For example a person hired at a hotel as a waitress may only be needed from Easter to the end of summer, as that is the busiest times. This then leaves them unemployed for the other months.

At the Crown Spa Hotel they open all season round, however some months are busier then others. It will be a lot busier in July then it is in November. This will cause them to have to size down their staff in the quieter months as there wont be enough work and to hire more staff in the busier months to help with the heavy workload. For example in the quieter months when there is not many people staying in the hotel only a few chamber maids will be needed, whereas in the busier months when there is a high room occupancy with continuous people arriving and leaving a lot more chamber maids will be needed to deal with the amount of work. In comparison the Tourist Information Centre is also open all year through like the Crown Spa Hotel. Again they will have more staff working in the busier months then in the quiet months. The different centres open at different times throughout the year, as they may not be needed as much as others. For example in the mid to low season (October to April) the Filey centre is only open weekends 10 am till 12:30pm and 1:00pm till 4:30pm. (Source: http://www.scarborough.gov.uk/default.aspx?page=7134) Whereas the Scarborough town centre, centre is open in low season (November to March) Monday to Saturday 9:30am till 5:00pm. (Source: http://www.scarborough.gov.uk/default.aspx?page=7134)
Tangibility is whether or not a product or service can be taken away. At the Crown Spa Hotel they have tangible and intangible products. The tangible products that the Crown Spa Hotel offers are the things such as the rooms and facilities, like the swimming pool. This is due to customers being able to touch and handle them. However the Hotel also has intangible products/services. This is in the sense that customers have an 'experience' whilst staying at the hotel. This is through the way in which the staff provide customer service and the way in which the customers remember being there. In comparison the Tourist Information Centre have intangible services in the form that they are providing a service to the public, giving them advice about the area. But they also have intangible products such as guidebooks.
Perishability is whether the products/services are only available for a certain period of time. At the Crown Spa Hotel this is very important and hugely affects them. This is due to if they don't sell a room for the night then it perishes, as that night can never be sold again. So they would rather sell if for less money, then losing out on that night completely. In Comparison the Tourist Information Centre is offering service all year round. However when looking at selling accommodation they too have the same problem as the Crown Spa Hotel, but as it is not actually their business, they are just promoting the accommodation they cant actually change the prices them selves.

Current issues affecting the Travel and Tourism industry: - Human resource staff must always be aware of any current issues that could be affecting the industry that effects their organisation. Some examples that organisations have to be aware of which are currently affecting the industry, is growth of online operations, the emergence of home-based working and the credit crunch. (Source: A2 Level Travel and Tourism book)

The main current issue that is affecting the Crown Spa Hotel is the credit crunch. This is becoming a big issue in the country affecting all types of people. Due to this people are becoming stricter with the spending of their money. This can cause less people to go on holiday. If this happens at the Crown Spa Hotel they will be forced to reduce their staff, as the hotel wont be busy enough to keep all the staff on. The Tourist Information Centres main issue is again the credit crunch for the same reasons as the Crown Spa Hotel. If there are less people using their booking system, less hotels are going to want to advertise with them and the Tourist Information Centre will lose money. Also like the Crown Spa Hotel is there is a lot less work they may need to start laying people off to cover their costs.

Internal factors are influences that are within the control of the organisation.

Absenteeism and sickness rates: - Within an organisation the human resource manager is able to monitor the amount of absences and sickness rates.

At the Crown Spa Hotel they have very low absenteeism and sickness rates so this isn't currently an issue. (Source: - See Appendix 1) If they did start to get a high absenteeism and sickness rate they would find out which members of staff were not attending work and deal with them appropriately. This would include hearing why they have been absent and if there were a genuine reason and they were sick then sickness pay and release would be discussed. However if the person was not genuinely ill and was skiving then they would get a warning or just be fired. In contrast the Tourist Information Centre has a very high absenteeism and sickness rate. (Source: See Appendix 2) This is quite unfortunate for the business due to it costing them more money to hire new staff whilst paying the staff on sickness leave. This would indicate that their recruitment procedures are not picking out appropriate staff or that the staff are not well motivated. This could be because of the work or the way the workers perceive they are treated.

Levels of staff motivation: - It is important that an organisations staff is motivated. If they are motivated they are more likely to do

their job better and with more enthusiasm, as they are happier. An organisation can do this in a number of ways from just treating them with respect and to bonuses for working well.

At the Crown Spa Hotel they treat all their staff in a good manner and with respect, this makes the staff happier whilst working. (Source: See Appendix 1) They also give a number of incentives, for example they let them use the facilities of the hotel including swimming pool and gym. They also have what they call a 'traffic light system'. This is where they will give the staff a colour next to their name. Green if they are working well and have had their training for everything. They have amber if they are working well, but need certain training for different areas and red is there is something wrong with them, for example continuously turning up late. (Source: – See Appendix 1) This helps them see who is eligible for promotions and pay rises. Whereas at the Tourist Information Centre they have the same concept of treating there staff with respect and in a good manner, which in return makes the staff happier to be working there. However they have a different system, which works in appraisal recommendations. (Source: , – See Appendix 2) This is where they have an annual meeting to discuss their progress and discuss targets, which they have met, and new ones they could meet. From this they can see how well the employees are working and if they deserve pay rises etc. Also a good thing about the Tourist Information Centres is that they are very flexible on the hours. This can be appealing to people with children, as they may need flexibility to comply with the needs of their family.

The organisational structure, and designated staff roles and responsibilities: - All organisations have a structure in which they have their staff, this is normally based and a hierarchy where clear lines of management and supervision are set out. This happens at the Crown Spa Hotel, they have a hierarchy of staff. This has different managers and supervisors to ensure the staff is organisation all know their responsibilities and roles. This is to ensure the organisation runs smoothly and everyone knows what they are needed to do. (Source: See Appendix 1) The tourist information Centre also has a hierarchy system in place. It isn't as structured as the Crown Spa hotel, but it is so people know who the managers are then the supervisors etc. From this people know all their roles and responsibilities, the higher you are on a hierarchy the more responsibilities you have.

Response to customer trends in terms of products/service: - This forms an important aspect of human resource planning. Within the travel and tourism industry customer trends are ever changing and demands from staff a high degree of flexibility. At the Crown Spa

hotel they have complied with customer trends. As they have worked hard to make the hotel a four star, which emphasises customer's needs of leisure, they have also included a newer gym and added facilities within the pool and sauna. (Source: – See Appendix 1) Also to provide a higher quality customer service they provide their staff with special training to give the staff high quality communication and interpersonal skills, which is required to comply with the customer trends. (Source: Appendix 1) The tourist information centre too has special training for their staff, which helps comply with the ever changing customer demands. (Source: – See Appendix 2) The staff has customer service training and telephone training. Also they regularly are updated on events and shows etc, within the area.

Staff turnover: - This is the amount of staff change within an organisation. If there is a little staff turnover then it usually means that the staff are happy in their jobs and don't want to move on. This benefits the organisation, as they don't have to waste time continuously looking for and training staff, also this costs a lot of money to do.
At the Crown Spa Hotel they have a really low staff turnover within the organisation. (Source: – See Appendix 1) This is really good for the hotel as they can focus on the staff they have got within the organisation instead of constantly having to look for new staff to replace the staff that is leaving. Also it shows that the employees are happy within the Crown Spa Hotel and are wiling to work there for long periods of time. In comparison the Tourist information Centre have a high staff turnover rate. (Source: – See Appendix 2) This makes the business having to practically always be hiring and training new staff. From the employees last year, out of 40 employees only 6 still remain. (Source: – See Appendix 2) This could mean that the organisation may need to look at how they are treating staff and find out why so many people don't stay with the organisation for long. They could do this by using an anonymous questionnaire to past employees asking what the organisation could have done to make them want to continue working for them. From this information they could then analyse and see what they could improve upon. Also if they offered incentives to the employees, such as gifts or bonuses for working well. By doing small things like that then staff are really more obliged to work harder and enjoy their work, as they are being rewarded.

Both organisations have their own values and attitudes in relation to HR planning and management. At the Crown Spa Hotel the HR manager, Vicky Riley believes it's very important to plan. This is because so many organisations costs are the single largest cost.

(Sou. . . . . See Appendix 1) So it is a lot cheaper to retain employees through adequate training and development, than it is through constantly having to advertise for staff and constantly training. For the Crown Spa hotel it costs them roughly £3000 to recruit a manager and £1500 to recruit a supervisor. (Source: , See Appendix 1) So it is very beneficial for the organisation to keep their staff as it saves them a lot of money. For the staff a lot of planning has to go into it. The manager has to break down how many hours of work they have to offer and then how many people they can offer it to. She then has to break down the hours available into the different skill set, for example waitress or supervisor. They then have to calculate the hours available for each set, then from this they need to make a choice as to the balance of full time workers and part time workers. They are able to get a resource plan from this, the Crown Spa use databases and spreadsheets to keep on top of their planning. (Source: – See Appendix 1) From planning they are able to increase service and delivery, without the planning they believe they would never have been able to get their 4th star. In comparison the Tourist information centre also have good attitudes to HR planning and management. They have different targets that they have to try and comply with. For example they have different targets for the amount of accommodation they book and have particular sales targets, this is so they try and make enough money and are sticking to the target the that the council has set them to achieve. Another thing they look at is their own service level. They want to make sure they have a good service for the public. They try and do this especially through their call centres, their target is to stay above 80% of called answered within 90 seconds. (Source . . See Appendix 2) Like the Crown Spa Hotel they have the appropriate amount of staff and try to keep them. To see if they have the correct amount of staff they use a foot fall, (Source: . . See Appendix 2) which enables them to see the volume of visitors that go to the centre, this helps to see how many staff are needed to comply with the amount of visitors. They also look as data to do with the costs a service is divided by the amount of visitors that use it. (Sou . . - See Appendix 2) This will show them if it is beneficial to have this service or if it is wasted money. They also look to see how much income they make per visitor by using the amount of income divided by the number of visitors. From this data they are able to plan and mange their staff. (Source: See Appendix 2)

In conclusion both organisations have good PR planning, values and attitudes. They both deal well with the labour market and make the best with planning and managing their staff. Some factors are more important to the Crown Spa Hotel as it is a profit maximising

organisation, such as the location of the Crown Spa Hotel is important as they need to be in a place that will attract more custom to keep the organisation a good profit making business. Whereas the Tourist Information Centre is public so they don't have to worry as much about certain factors as they are their to provide a service to the public and are funded by the government, so therefore don't need to solely depend on customers income.

AO2 –
A plan for the recruitment and selection process for a receptionist at the Crown Spa Hotel

AO2 - Recommendation for a selection process at Crown Spa Hotel

AO2.3

Before an organisation hires new staff they go through a number of different processes.
They conduct regular needs analyses, which will inform the organisation of any decisions to take on more staff or need less staff. This is very important for an organisation as it identifies how they can effectively plan their staffing levels. It identifies changes in job roles, where the organisation changes the job roles of the employees to give them a more diverse workload. Also they can identify natural wastage, which is a result of resignation, retirement, internal promotion or disciplinary dismissal, they can then decide whether or not to fill these vacancies. This is important to the Crown Spa Hotel as they are a profit making efficiency organisation and will want to identify as many possible areas, which can make the business more successful. To make the staff able to change job roles it could help with the staffing within the different sectors throughout the hotel and would be beneficial to them as the employees could change job roles to best suit the hotel at any given time.
A needs analysis would be carried out at the Crown Spa Hotel to identify if there was a need for a new receptionist. This would be done through identifying the number of staff in reception required as well as enabling the human resource department to distinguish the type of skills needed for the job role. They will need to analyse the current staffing, how many staff is available, how many hours are required to be worked. From finding this out they can then see if they have enough staff to be able to meet the shortfall. Then it would need to be analysed if they have the correct skills and have the correct training for the job that is needed to be done. From this they would have to decide whether they would train up staff they already have to do the receptionist job. Or whether it would be better to hire someone new. From doing this the organisation can see if they need to hire staff, have the right amount of staff or if they have too many staff. If they find out there is the right amount of staff they don't need to do anything. If there is too many staff then they need to go through reducing. But if they discover there is not enough staff then they need to go through the process of recruitment. Due to employment costs being the single largest cost in many organisations a lot of planning goes into deciding exactly what job they have to offer, how many people it is for, how many hours they have to offer and whether it will be a full time or part time position. So from analysing all the needs they can come to the conclusion that the only solution is to recruit a new receptionist.

Need analysis questions	Yes	No	Solutions
1. Is there a vacancy?	X		• Yes – Need to recruit whether internal or external. • No - No recruitment necessary
2. Are there any internal staff members available?		X	• Yes – It is then needed to see if any current staff within the department can fill the vacancy • No – External recruitment is required
3. Can any staff members within the department cover the vacancy hours?		X	• Yes – No recruitment is needed, current staff members can share out the vacant hours. • No – External recruitment is required.
4. Do they need training?			• Yes – Then they need to provide training before or during the job. • No - No more training is required.
5. Do they have the skills and qualities necessary for the job?			• Yes – They are suitable for the job • No – They may not be suitable but training may be needed to help them more suitable.
6. Does the existing job role need to be changed?		X	• Yes – The job role needs to be reassessed and changed to suit the organisations needs. • No – The job role can be left the same.
7. Do the existing terms and conditions need to be changed?		X	• Yes – The terms and conditions need to be reassessed and changed to suit the organisations needs.

A02.3

			• No – The terms and conditions can be left the same.

From doing a needs analysis for the Crown Spa Hotel it has come to the conclusion that external recruitment is required as there is no internal staff available to fill the vacant hours.

Once the vacancy is established it is usual for the human resource department to produce a range of supporting documentation to identify what the job consists of and the main traits the selected candidate will possess.

The first document that is needed to be done is a job description for the vacant job. A job description is a written documentation that sets out the overall objectives of the job, the main activities or duties it entails and the responsibility the job entails. When the job description is sent out to potential applicants it often includes information relating to the training and professional opportunities within the job. The main reasoning behind a job description is so it provides a framework to the applicant on all the specific tasks and duties the job involves.

After a job description is written a person specification needs to be done. This is a document that specifies the educational background, training, qualifications and experience a potential applicant will require in order to be able to get the job. There are normally two types or requirements. Then essential characteristics, which an applicant must have, e.g. staff management skills. Desirable qualities, which are not essential for the job, but the company would like their staff to possess, e.g. language skills in Spanish. So an applicant would have a better chance if they had desirable qualities as well as essential. The main purposes of the person specification are to allow applicants to determine whether they possess the necessary experience, qualifications and skills essential for the job. Also to provide interviewers with a set of selection criteria. This helps the company try and target the right sort of person they want working for them.

Once the job description and the person specification have been written and put into a document for release. The human resource department would usually prepare a job advertisement to attract applicants for the job. This is normally done in the form of a poster, which is advertising the job vacancy. The decision about where to put the advert is normally the most important. For the Crown Spa Hotel they are most likely to put it in local newspapers, the job centre and also advertised on the Crown Spa hotel's website. As the Crown Spa hotel mostly attracts local personnel it would be pointless advertising in other national newspapers etc as it would be

unlikely people would want to travel that far to work. On the job advert there is just the main details of the vacancy. This includes name and brief details of employer, it is important to include a brief synopsis of what the organisation actually does. Job and duties, this provides some indication on what the job entails. Competency profile, this lets the applicant know if there are any certain skills, experience or training that is needed. Salary details, although some employees are reluctant to declare the salary, many more potential applicants apply if it does state it. Also there are contact details so they can find out more about the job and collect application forms.

After all of the above has been done and the filled in application forms have been returned it is then the start of the interview process. This is when the company go through the applicants and see which people they would consider inviting to an interview. This is then condensed to a short list for applicants who may meet the person specification, these applicants are sent a letter inviting them to an interview.

The applicants who were not successful in getting an interview were sent a different letter to, thanking them for their application form but had not been successful in getting an interview. Before the interview the company will decide upon some standard questions that they will ask each applicant. These could include;

- *Why do you feel you would be good for this job?*
- *Why should we hire you?*
- *Tell me about a time when you successfully conveyed your ideas to an individual or group so that they were able to understand and retain the message.*
- *How do you manage your own time and objectives?*
- *Describe for me a situation where you were required to gather a large amount of data, to analyse it objectively and to make a decision or a recommendation based on the results.*
- *Describe a time when you had to work exceptionally hard to provide great service to a customer or client. What did you do and what was the outcome.*
- *Tell us about a situation in which you took the extra step for a customer*
- *Tell us about your clerical experience*

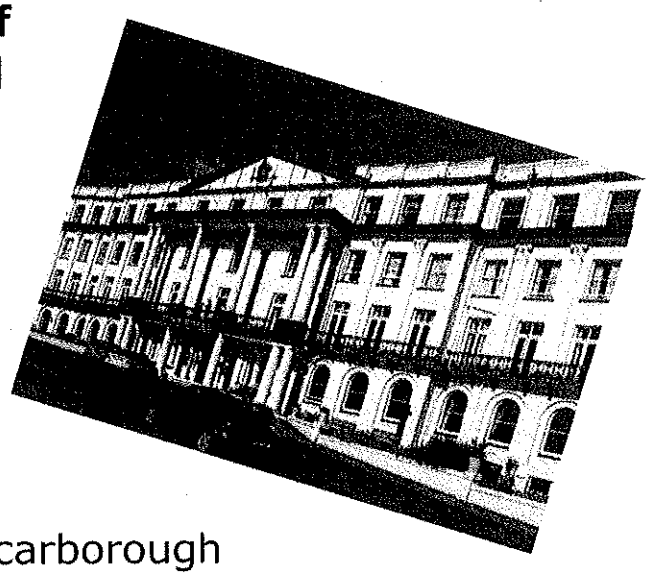
Other aspects of the interview may include different problem solving or customer service related activities. These could include a scenario in which you would have to deal with within the job, so the company can see how you would handle it.

These types of activities could be included as part of a group interview so the company can see how you react with other people and how you would deal with different situations. Some companies may also include a short numeracy or literacy test to see your skills in those areas.
After the interview process is over it is then time for the company to then look back over the interview applicants and decide upon the best candidate for the job. When this has been decided upon a letter will be sent out to all the applicants who weren't successful this time in getting the job.
Then a different letter will be distributed to the successful applicant offering them the job.

A02.3

Crown Spa Hotel
Vacancy – Receptionist

Do you have the experience of putting the customer first and dream of working in a 4* Hotel??
Then this job may be for you!



Job title: trainee receptionist
Salary: £8 000 - £10 000
Location: Crown Spa hotel, Scarborough
Working hours: 37.5 hours per week

Purpose of the role: To provide the guest with an efficient and friendly welcome and departure, while ensuring the department operates in an organised manner.

To apply: Application forms are available to download from the website www.crownspahotel/jobvacencies.com
Contact by telephone: (01723) 372111 – Vicky Riley, Human resource manager

Closing date: 1st December 2008

4023

Job description

Trainee receptionist

Job title: trainee receptionist
Salary: £8 000 - £10 000
Location: Crown Spa hotel, Scarborough
Department: Sales and marketing
Working hours: 37.5 hours per week (however additional hours may be required during busier periods)

Purpose of the role: To provide the guest with an efficient and friendly welcome and departure, while ensuring the department operates in an organised manner.

Main Roles:

- Greeting all customers on arrival
- Checking in and out guests
- Answering the telephone, dealing with or redirecting enquiries.
- Use of relevant ICT
- Handle general enquiries referring where necessary.
- Taking messages
- To forward all sales leads to relevant departments and personnel
- Responsible for cash handling and correct reconciliation
- Responsible for site security arrangements
- Ensure a smooth operation of all internal and external postal activities
- Effective liaison with other colleagues and departments required
- Perform any other duties/projects at other locations as required by any member of the management team

You will be reporting to your line manager: [illegible]r
You will also be reporting to the human resource manager: [illegible]

A02.3

Person Specification

Trainee receptionist

This person specification sets out the various criteria, which are essential, or desirable for the post and by which we will assess your application.

Qualifications/Experience:

Essential:

- Minimum of 4 x 0 level/GCSE passes or equivalent including maths and English
- Experience of working in a customer facing environment

Desirable:

- Experience of successful cost management
- A minimum of one years experience of working as a receptionist or other equivalent level within a hotel/hospitality related environment
- Computer literate with experience of Microsoft Office, email and internet

Skills and abilities:

Essential:

- Ability to be a flexible and co-operative member of a team.
- Good telephone manner.
- Ability to communicate effectively both verbally and in writing.
- Ability to take notes at meetings and produce concise, accurate minutes.
- Ability to use initiative and apply sound decision making skills whilst understanding that some matters need to be referred to others.
- Ability to work under pressure and effectively manage stress

Desirable:

- A second language.

Attitude:

Essential:

- Excellent team player
- Fit and healthy
- Excellent personal presentation
- Emotional maturity and stability
- Good personal time management

Desirable:

- High attention to detail
- Creativity and innovation

AO3 –
A report on the preparation and performance at a job interview for a resort representative

Ao3. 3 Also See Appendices

AO3 - Evidence of your participation as a candidate for an interview for a travel and Tourism related job for which you are being interviewed

Before my interview if have done some research into the requirements for a job working as an 18 – 30 representative and their company.
The company behind the 18 – 30's is Thomas Cook. Thomas Cook is one of the leading tour operators in the tourism industry with many different companies within the company of Thomas Cook. Thomas Cook has been around for over 160 years. It first started out with just trips being organised for people in the in early 1840s, it then developed from just trips into different excursions venturing further and further a field. Thomas cook is now the second largest Leisure travel group with a total of 19,000 employees. It has also now recently merged into MyTravel so that it is one big company. The company now has a total of 45 aircrafts in the UK and Ireland and a network of 400 high street stores. They also own some of the worlds leading travel brands such as Club 18-30, direct holidays, Sun world Holidays and Sunset. (See appendix 3 for full research)
The club 18 – 30 company has been around since 1965. It specialises in holidays for people between the ages of 18-30. Offering destinations such as Ibiza, Tenerife, Cyprus, Greek islands and Spanish islands and is now offering long haul destinations to Cancun in Mexico. The price range for club 18-30 is between 300-500 pounds depending on where you are staying etc. (See appendix 3 for full research)
There is a range of different types of representatives you can be whilst working within the Thomas Cook Company. There are Style Representatives, Style was founded in 1991 as a specialist tour operator for inspirational villas and handpicked apartments. Escapades Representatives, who are for the lively club holidays. Transfer Representatives, who are transferring the customers to and from the airport. Entertainment Representatives, they are in charge of doing all the daytime activities and night entertainment. Then finally you could be a Children's Representative, where you look after children within children clubs. (See appendix 3 for full research)

I also looked into what would be expected of me if I were to be a representative. The main responsibilities of a holiday representative would be answering customer's problems, completing paperwork, poolside duties, selling events, conducting welcome meetings, organising entertainment, transferring guests and performing in cabarets/ shows. (See appendix 3 for full research)

There are some added benefits from working as a representative for Thomas Cook, including being able to earn commission as well as getting a weekly salary, full medical and personal experience and an award winning residential training course and regular in resort training sessions. After the contract has run out there are many opportunities that you can go into after the season has finished. For example

- Working in Thomas Cook retail shop near your home
- Overseas representative in winter destinations
- Working in Thomas Cook offices in Bradford and Peterborough

So Thomas Cook not only is one of the main leading companies they offer great opportunities too after being a representative. (See appendix 3 for full research)

A03 – Pre Interview

To apply for the job I filled out an 18-30's application form and sent it in, along with my current CV and a letter briefly explaining why I would be a good candidate for the job. It is a good idea to give your CV in as well so the interviewer will know some more background knowledge on what you have been doing. Also by including a short letter it shows you are enthusiastic about the job and are really trying to show you are good to do it.

Ms L Taylor
HRM Director
Club 18 – 30
Russel Square
London
SW1 H2

28th October 2008

Dear Ms Taylor,

I am writing in regards to my recent conversation with you about your advert for recruiting reps in the summer of 2009. I feel that this is a job that will suit me very well. I am currently studying a double A level in travel and tourism alongside an A level in psychology. I then plan to go on to university after a year out.

I feel I am well suited to a job as a representative in the club 18 - 30. This is due to me being a very outgoing person with a bubbly personality. I will take on whatever challenge is given to me with enthusiasm and have the ability to think on my feet.

I am currently working in a restaurant where I have been for 2 years, from this work I have had to deal with a variety of different customers and built up valuable communication skills.

From studying travel and tourism I have learnt about working overseas which will help me in a job like this as I have already had role play experience as I have had to conduct certain aspects such as a welcome meeting. From doing role-plays like this I have built on my management and organisation skills that I feel are valuable when doing this job.

I hope to have the opportunity to meet you and discuss the job further at an interview.

Yours Sincerely,

ENC

Personal profile

Outgoing and confident person who brings enthusiasm to whatever challenge is handed to me. Able to deal with different situations calmly and efficiently with the ability to think on my feet. A caring individual who is eager to experience new levels of understanding with the capability to learn new things quickly.

Current Employment

Golden Grid

Deal with customers, cash handle, close and open up, deal with suppliers.

Education

)07-9)

AS levels	Subject	Result
	Double award travel and tourism	B/B
	Psychology	B
	General Studies	D
A level	Double award travel and tourism	B/B
	Psychology	B
	General Studies	D

GCSE Subject	Result
English Language	B
Textiles	C
History	B
English Media	C
Maths	B
Art	A
Science	CC

Personal interests

Gym

Kick Boxing

Looking into Salsa dancing

Looking into learning a second language

References

ce

club 18-30

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 succesfull 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?

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

Personal Details

Forename

Surname

Permanent address

ationality

Number

Marital Status

Passport No.

Full UK driving Licence? Yes No

Valid from:

Until:

Home phone

Mobile Phone

Where did you hear about our recruitment campaign? Internet

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.
2.
3.
4.

About you

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

I am very interested in working for Club 18-30 as I feel the position relates directly to my qualifications and career intentions. I would feel it a great personal challenge, through my desire to help people whilst on holiday. I feel I have a lot to give the industry.

Why should we pick you?

I am very bubbly and friendly, yet well organised and able to work on my own initiative. I am also able to work well within a team. I feel I have what it takes to tackle any challange they may confront me with. I am able to keep a cool head and look from others people point of view, which I feel is very important.

What do you think the job entails?

Primarly making sure the clients are well looked after and sort out any problems they may have. To organise and participate in different activities. To plan and conduct welcome meetings. To do all the required paperwork.

Which resort do you think best suits your personality? Tenerife

Why?

With it being mostly an English resort island. I feel promoting club 18-30 would be perfect for me here. I feel I would be able to conduct myself in the correct manner and be able to show my personality well.

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 18-30

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 seperate 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 supression 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

Please return this application form to:

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

Or email; recruitment@club18-30.com

Education

Secondary School

Date from September 2002 **to** July 2007

Subjects / Qualifications / Grades

1. English language B
2. English media C
3. Science CC
4. Maths B
5. Art A
6. History B
7. ICT C
8.

College

Date from September 2007 to May 2009

Subjects / Qualifications / Grades

1. Travel + Tourism BB
2. Psychology B
3. General Studies D
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

From doing a travel and tourism course I have required experience in the practical sides of the unit. For example I have planned + conducted a welcome meeting and a tour.
From working in customer service I have required skills when dealing with complaints and intense situations.
My main hobby is going kick boxing which I do 3 times a week

General

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

1. Costa Brava 2008
2. Majorca 2007
3. Fuerteventura 2006
4. Tenerife 2006
5. Tenerife 2005
6.
7.
8.

With which tour operators? Mainly Thomson + Thomas Cook

Health

How would you describe the general condition of your 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-occuring injury or illness?

Yes ○ No ✓

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

Company

Job Title

Address

Ph

Name 2.

Company

Job Title

Address

Perf

Employment history

Employer

Current Position Waitress

From 10/4/06 To Present

Salary paid by hour

Key responsibilities taking food orders, taking food out

Reason for leaving N/A

Notice period reqd.

Previous employment

Employer

Prev. Position 1. Sales advisor

From 2/5/07 To 15/10/08

Salary paid by hour

Key responsibilities working on the till and changing room

Employer

Prev. Position 2.

From To

Salary

Key responsibilities

Employer

Prev. Position 3.

From To

Salary

Key responsibilities

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	○	Irish	○
Indian	○	Bangladeshi	○
Pakistani	○	Black Caribbean	○
Black African	○	Black other	○
Chinese	○	Other	○

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 ○

Perf

AO3 3 Planning Research

Before the interview I have looked at the job advert, (See appendix 4) job description (See appendix 5) and person specification (see appendix 6) From doing this I am able to see that I am capable of all the necessary requirements as well as some of the desired.

Meeting guests at the airport – I feel that this duty would be one that I could deal with quite easily as I feel that I am a friendly person who would be very welcoming to new arrivals. Which is good for this job as you will be the first person they see from the tour operator and will want to make a good impression.

Escorting guests to their accommodation – This would again be a good enjoyable duty as it's a chance for me to speak to the new guests and provide them with necessary information. I could do this because I am quite a confident person and can easily talk to new people.

Organising and hosting welcome meetings – With this duty I think it would take a bit of practice to get it perfect, but as I'm quite a perfectionist I feel that I would be able to organise one well with hard work and to pull it off effectively. When it came to speaking I think I would be a bit nervous first, especially if it was a lot of people. But from experience at doing role play welcome meetings at college and having to be in situations where I have spoke in front of a larger amount of people I think I would be good.

Selling and organising resort excursions and other activities – I think from me being a friendly outgoing person who is quite confident I am able to sell things quite easy, especially if it is an activity/excursion that I personally enjoy. This applies for when I organise, if I enjoy it I will organise it a lot quicker. However what ever it is I will put 100% effort into pulling it off.

Handling client issues – I think my experience from working in restaurants and retail outlets will help me with this. As I have learnt how to deal with complaints. I am able to calmly listen to the issue and try and deal with the situation without being patronising or getting angry. Form doing this it helps the customer remain calm too.

Dealing with unforeseen problems – With this there is not a lot that I could do if I was the representative. I would just have to remain calm and continuously apologise. From my experience with working in intense situations I think this would help me to keep calm and try and sort the problem out as quickly as possible.

A03-3

Resolving any conflict with or between clients – This duty is again like the previous two, I would have to remain calm and try and resolve the issue effectively and fairly.

Establishing and maintaining relationships with local hoteliers – I think I would be able to do this due to being friendly and approachable. I am able to easily get along with anyone, which makes it easier when speaking to new people.

Maintaining an in-depth knowledge of the resort and local area – I would do this by learning all about the area and what the resort offered. To make sure my information was up to date I would continuously research to make sure my information was correct.

Keeping up to date with local events and activities – For this again I would continuously research to make sure I was up to date. I could do this from the internet or talking to locals in the resort.

Maintaining an in-depth knowledge of all excursions offered – Again I would do this by continuously checking my information. I also think I would be good at this as I have a good memory for that sort of thing.

Accompanying customers on excursions and acting as a guide – I think I would be able to do this duty really well as I have good enthusiasm, which I could use about the excursion and would be able to make the excursion more exciting. This would be through my outgoing and bubbly personality. I would also be good as a guide as I would have made sure I knew enough information about the excursion, as I needed.

Taking part in and organising daytime and evening entertainment – Although I don't have any special talents such as being a good singer, I would really enjoy organising and taking part in the entertainment. This is due to me being able to get everyone excited and for the customers to feel involved and pride my self on making sure they had a good time.

Checking hotel standards and safety procedures – This would be a very important duty, which I would take very seriously as health, and safety is a very important issue.

Keeping basic accounts and records, and writing reports – As I like to be organised I think I would be able to do this and keep on top of all my written work that I would need to do.

Outgoing – I believe I am an outgoing person as I am always ready for a new challenge and will try anything.

Confident – Over the years I have grown in confidence due to a mixture of different factors. For example in my A – levels I have done a variety of practical projects, for example tour guide, where I have needed to speak in front of large groups of people. This has really helped me develop speaking clearly and confidently in front of others. Also from working in a busy restaurant, I have had to be confident in speaking to customers and have good product knowledge of the food that they sell.

Enthusiasm - I try and be enthusiastic in everything that I do, even if I am not too keen on it. If I am doing something I'm passionate about, such as "repping" then I am automatically enthusiastic as I just put my all into it.

Think on my feet – From working in busy atmospheres with a range of people and customers I have had to become accustomed to being able to think on my feet. This is due to many different problems arising that I have had to deal with there and then. For example whilst working at Debenhams, if customers have come to me complaining I have had to have the initiative to deal with it to the best of my ability.

Deal with a wide range of problems - I feel I have the ability to be able to deal with a range of different problems and situations. I am able to stay calm and enable to keep the situation under control to the best that I can.

Sense of humour – I would like to think that I have a good sense of humour and seem to be able to make people laugh. I think this is brought out in my personality when I speak to people and seem to always be able to have a laugh with anyone.

Common sense - This is something that comes naturally to me, I show common sense in everything I do in day to day life. Whether it is about major problems or just dealing with people.

Friendly and approachable – I believe I am a very approachable person and am wiling to give anyone the time of day if they wish for it. I will happily speak to all sorts of types of people and speak in a friendly and happy way.

Reliability - I would like to say I am a very reliable person, I am always there if anyone needs my help or advice. I also show I am a reliable person through working at the Golden Grid for around two

A03-3

years. If they are short staffed and ring me up last minute I make sure I help and go in if I am able, also I always turn in for work when I'm supposed to. I am not one for letting anyone down and try and please everyone.

Education – I have 8 GCSE's all at grade C or higher. This is more then is required, so it is an advantage above other applicants who may not have as many. Also I have a double A level in travel and tourism. From having these qualifications, especially two A levels in travel and tourism gives me an advantage, as I know more about the industry then people who haven't gained such qualifications.

Team working - I feel that I am an excellent team player, this has been shown through a number of things. I have learnt to work extremely well as a team from the practical tasks I have done in my A levels, for example the organisation of a guided tour with three other pupils. I am able to be flexible within the team and do what is needed to be done, whether its listen or lead.

Working under pressure – I have had to work under pressure from different types of things. College really put the pressure on with the amounts of work that needs to be done from all your subjects all at the same time. This really needs you to be strict with yourself and be able to meet all the deadlines. Also I worked under a different type of pressure from having part time jobs. With different targets which you need to try and meet. From being short staffed and doing the job of two people and staying calm. Al these experiences have helped me with the ability to work under pressure.

Work experience – From working in two different types of jobs I have gained valuable work experience. I have worked in a big department store with targets to meet, accounts to open, ordering and stock counts. Then I have worked in a busy restaurant dealing with all sorts of situations that arise. These situations have really given me life skills that I will continue to use.

At every interview there is always one guaranteed question, have you got any questions? So to prepare for this I have thought about some questions that I could ask in the interview.

1. What's the makeup of the team as far as experience?
2. What does this company value the most and how do you think my work for you will further these values?
3. What do you think can I bring you to add value?

4. What's the most important thing I can do to help within the first 90 days of my employment?

5. Do you have any questions or concerns about my ability to perform this job?

6. When key people leave the company, why do they leave and where do they usually go?

7. What potential do you see in me?

8. What do you think are my strongest assets and possible weaknesses?

9. Do you have any concerns that I need to clear up in order to be the top candidate?

10. What are the opportunities to advance within the company?

11. Are there many opportunities to do further training?

Another way to make sure I'm completely prepared for the interview is to look into some common questions that are asked in an interview and have some answers already thought of and rehearsed.

1. Why have you applied for this job?

I have applied for this job because I just basically can see it as a perfect job for me. I love to travel and meet new people. I'm very curious about new and different cultures and to be completely out of my comfort zone. I feel that with this job I am able to express my personality with everyone around me and make sure everyone is having a great time. That is the most important thing people are on holiday and they want to have a great time.

2. Do you work better in a team or alone?

Well I feel that I'm very versatile and can work well in either condition. I love working in a team whether it's big or small, but I can work individually just as well. I'm able to adjust quite quickly and will do what ever needs doing.

3. Can you work under pressure?

I believe that I have been able to work under pressure in the past. I am able to keep calm and mange the people around me if needs be or get on and get the job done. From working in a busy restaurant I

have had to be able to work with the pressure of doing five things at once and not panicking. To be able to structure taking an order, making drinks, taking drinks to a table, meals being ready to take, helping others, taking over awkward tables to help less experienced waitresses all at the same time, has made me be up for anything.

4. What skills do you think you will need for this job?
The main skills I think you need for a job like this is to have excellent customer service. As the whole job is about interacting with different customers you need to be able to communicate with them really well. Other important factors are to be confident and enthusiastic in everything that you do, especially when speaking to customers. Also to be able to use your own inactive and think on your feet. Another main part of the job is selling, so the skill of being a good salesperson would be an advantage.

5. What do you know about the company?
Thomas Cook has been in business for over 160 years. It is one of leading tour operators and has currently merged with MyTravel. There are many branches within the company, including sunsail. The club 18-30 company have been around since 1965. It specialises in holidays for people between the ages of 18-30. Offering destinations such as Ibiza, Tenerife, Cyprus, Greek islands and Spanish islands and is now offering long haul destinations to Cancun in Mexico. The price range for club 18-30 is between 300-500 pounds depending on where you are staying etc.

FOR. EVIDENCE OF 'MATURE PERFORMANCE'
See Appendices 7–11. A03.3

A03 – Post interview Analysis of performance

A03 3 Thorough Analysis

Preparation for the interview

Before the interview I tried to do some research into the company and the job. I found out some information about the history of the company itself, (See appendix 3) Thomas Cook but I found it quite hard to find information on the history of the club 18 – 30 part. So I feel I knew some background knowledge of the company and was able to speak a little about the Thomas Cook Company. However I feel I needed to be more prepared with some more background information to enable me to speak in more depth about the company.

I arrived 10 minutes early for both parts of the interview. The first being at 9:00 so I arrived at 8:50. Then the second I arrived at 12:30 as my appointment was at 12:40 (see appendix 10). This was to make sure that I would be on time for my interview. This is good as it is important to be on time as it shows you are punctual and serious about the job. For the interview I chose to wear black trousers with a shirt and black cardigan. (See appendix 7) I feel this was a good outfit for an interview as I was quite smartly presented. However a trouser suit may have made me look more professional. But i was unable to get one of those in time.

At the interview

I felt very nervous about the interview, as I always seem to say the wrong things by accident. There were different parts throughout the interview process where I felt more confident then others. When I was asked to do the personal introduction I was quite nervous, but once I started my confidence came. I tried to put across my outgoing, friendly personality and try and include some humour. (See appendix 9) I feel I managed to do this quite well as I had never done anything like this before.

In the activity part of the interview I think I did quite well. We had to read a series of problems that had occurred and discuss in small groups what we would do and what is the most important. (see appendix 11) I was able to confidently engage with the group and put my opinions across. (See appendix 9) The hardest part about doing the activity was trying to balance correctly the amount of leadership skills, listening and saying your opinion. As you need to be able to do all those types of things.

The part that I found the most difficult was the one to one interview with the interviewers. Some of the questions I was able to answer quite well, for example the question about what skills would make you a good representative. I gained full marks for this question by explaining five good points. (See appendix 9) However for many of the questions I was to brief. This included not

explaining my answers in enough depth and not giving enough points to talk about. When it came to asking the interviewers questions at the end I asked about who would be checking my progress and opportunities for promotion. I thought these were good questions to ask, however the interviewers were looking for three questions to be asked. So therefore I didn't receive maximum marks for this part.

Overall conclusions about my performance

Overall I feel that I did quite well in the interview considering I found it very nerve-racking, as I'm not one who tends to like interviews at all. I feel that my appearance was very good. I looked presentable and professional. My body language was very confidant and showed that I was an open person through the way I stood and held my self. (See appendix 8)

However I think that I needed to use a stronger eye contact with the interviewers. I feel I lacked this as I was trying to look at both the interviewers, which didn't really work to my advantage as they were sat apart. This may have come across as bad eye contact. Also I think I could have smiled more, I believe that without realising I hadn't smiled as much as I would have liked too. This may have come across that I'm not as friendly as I am.

I think my strongest points were the personal introduction and the problem solving activity. I feel this was due to me being able to show my personality and felt more comfortable as other people were around, therefore not quite as nerve racking. Also in the problem solving I was able to show my initiative and as I work well with others this was shown too.

I feel my weakest point was the one to one interview. I am able to think on my feet with all sorts of situations and can deal with them. But when it comes to interviews and I get asked a question on the spot my mind seems to go blank. Which then makes me more nervous and I'm not able to get my thoughts across. I think this really showed in the interview, causing the interviewers to not be able to see me for who I actually am.

Recommendations for the future

From analysing my performance at the interview there are a variety of things that I could improve upon and do differently if I were to do it again. One of which would be to be more prepared in general. From this I feel that I needed to do some more background research. I researched into the history of the Thomas Cook Company itself, which was useful. However I needed to research into all the different brands within the company. This would have broadened my understanding of the whole company as well as developing my research skills, which will help me when doing this.

Another aspect that I would most definitely improve upon is to be aware of my facial expressions. Whilst in the interview process I believed that I was smiling. But this did not seem to be received by the interviewer and commented that I needed to smile more. (See appendix 9) So to improve this I will need to constantly think about if I am actually smiling and put this across in my facial expressions, smiling is very important as it makes you come across as a friendly person.

The main thing I would do differently is the one to one interview. I would try and be a lot calmer before going into it, rather then working my self up and getting nervous. Also I need to personally focus on training my self to be more aware of the way in which others are foreseeing my body language and facial expressions.

Some skills that i could develop which would help me throughout the interview process would be my organisation, planning and the way in which I communicate myself. From developing these skills I feel it would benefit me if I were to do the interview again.

From doing these small things I believe I could make my interview a lot better if I were to do it again.

AO4 –
An evaluation of the way in which the Crown Spa hotel manages the training, motivation, performance and discipline of its staff

Ao4 3

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 values their staff very highly. Their mission statement states ' by being an exemplary business consistently achieving high scores in the investors in People award and creating a organisational culture that enables people to exceed their own expectations and our company's through relevant training, development and empowerment.' They believe that the better you treat your staff, the motivated that the staff will be and will provide a better service for the hotel. "Staff are the most important resource" [illegible] HR manager.

Description of Induction Process	**Evaluation Of Induction Process**
When a new person is offered a job they get offered it verbally and in a letter. If they accept the position a number of things follow in the induction process. They will be sent a starter pack including terms and conditions, job description, handbook, starter form and equal opportunities form. They will be told when they will start. On the first day the new personal will have a hotel induction with [illegible] This will include a tour of the entire hotel, rules and regulation talk and health and safety talk, showing where fire exits are too. On the second day they spend it in the department that they will be working within. There the line manager of that department will train them. All new staff starts on a temporary contract, which is based upon the three-month probationary period. This probation period is to see how well they fit into the establishment and get on with the job. To check this progress there is a meeting with the line manager after one month, and then there is a second meeting after 2 months. Then at the end of the third month they will have a meeting with [illegible] HR manager. Here is where	The induction process is very important to the new employee. The Crown Spa Hotel does this really well. By sending them a starter pack it gives the employee time to look through the terms and conditions, to study the job and able to read the handbook. This is good as they get some background knowledge to what is expected of them. The one day induction with Vicky Riley is really good. It shows that the new employee is valued as the human resource manager has taken time out to show the employee around and discuss the rules and regulations etc. The probation period is a good thing to do. It allows the company to be able to assess how the new employee is doing. From the meetings it gives the chance for the employee to improve anything that the company have recommended. This then enables them to be better which gives them a better chance of staying on after the probationary period.

the employee will find out if they will be kept on and put onto a permanent contract or if the company feel that they haven't worked well or not fit in and will be fired.	
Description of training	**Evaluation of training**
The Crown Spa Hotel takes a lot of time in making sure that their staff are highly trained. They have been given the investors in people employer award. This shows they have good training. They have compulsory training that all staff must do. This is health and safety, fire safety training and welcome host plus. Also there is other training for different staff. For example the kitchen staff would do food hygiene training. At the Crown Spa they have the award winning traffic light training scheme. This is so they can see who has had their full training, who has had some and who hasn't had any yet. This is displayed publicly in the hotel so all the employees can see it. The more training a person volunteers for and gains the more money they will get. Within the 114 staff the Crown Spa Hotel has, there are ten trained trainers. This enables them to have in house training. Also if certain people ask for more training to gain a qualification, if it benefits the company they will pay for the employee to do a course.	As it states in the vision statement, the Crown Spa Hotel put a lot of effort into training their staff to be the best of their ability. The investor in people award proves this. With them having that award it may attract more people wanting to work for the business as they know the business values the staff and their training. This benefits the business as more people will want to work for them. The compulsory training is an advantage as it gives all the staff a chance to get some good training. Such as health and safety and fire exit training. 90% of the employees have done the welcome host training, this is extra training in customer service. The traffic light system is a good way for the company as well as the employees to follow how well they are doing in the amount of training that they have done. With it being displayed publicly, it will spure on those employees who haven't got all the training available to get some more training. This is so they can be better, therefore if there are promotions available then they will be better trained then other employees, thus making them a better person for the promotion. With the business having in house trainers it enables them to train their staff easily with out having to send them away on courses. This makes training funds cheaper for the Crown Spa Hotel, so they can spend more money on other things for the employees. However there are things

	the Crown Spa Hotel can do to improve upon their training. Currently they do not offer any apprenticeship schemes. If they did this it may be a real help to some employees and could attract younger employees who would bring a fresh look at the business and ultimately the industry. Also they could encourage more staff to do NVQs. There are so many different courses available that many of the staff could do an NVQ, which would benefit the job they are doing. To encourage this they could give the employee day release to a college or university with pay. This would give the employee chance to learn whilst doing the job. Also with the knowledge that the company are behind them and will give them the flexibility to go to a collage one day a week will encourage them to do this. However they are doing "bottom up" training, this is where staff can ask to do some external training to further their career prospects. The Crown Spa Hotel will pay for the course as it will make their staff more trained and will benefit them in the long run. Another thing that they could do to improve is to introduce a mentoring scheme. This could be where a member of staff who has been there quite a while can help to look after and show the new employee "the ropes". There could be separate ones in each department. This could be a really useful thing to do for the new staff. As they get to meet someone who they will be working with and be shown where the best place to go for dinner is and what the job is like from the perspective of another employee. From doing this it gives the new employee someone else to go too for help and guidance other then their line manager.

Description of motivation	**Evaluation of motivation**
The Crown Spa does a number of things to motivate their staff. They seem themselves as a fair employer. If they treat their staff well then they will be better motivated, which benefits the business. They encourage their staff to do well so they can progress up in the organisation or out to another. They have promotions; this is based on the traffic light system. From that they can see who is doing well and deserves a promotion. With promotion comes pay rises, which motivate people to do better. Also with pay, the Crown Spa Hotel claims to pay more than the surrounding hotels. Supervisors get paid 30 –45p above national rate for supervisors. Also the part time staff gets paid the same as the full time staff and they pay everyone on time. Another thing they do which helps with motivation is they have employee of the month. If you win this you get vouchers for something within the fitness centre as well as free meals. Also the establishment is nice to actually work in. There are nice surroundings and facilities.	The Crown Spa Hotel is good at motivating their staff, with a range of ways to do this. They offer promotions to the staff, this is based upon the traffic light system. From having this system the employees can always be aware of how much training they have had, what else they could do and how well they are doing at their job. But not only can they check on their progress it is displayed so other employees can see your progress and you can see theirs. This motivates the employees to be better then their colleagues. This is a really efficient way of having good competition within the workplace. The pay that the Crown Spa Hotel offers is a good motivation to staff. As they pay all staff above minimum wage as well as supervisors more too. From doing this it makes the employees feel lucky to work there as they are getting paid more then they would in other hotels. This will motivate them to work hard to keep their job. The employee of the month is also a good way in which to motivate the staff. It will make the staff want to work hard if they are receiving rewards. However some employees may not feel that vouchers for the fitness centre are that good, as they get to use most of the facilities anyway. Instead the Crown Spa hotel could offer different awards for getting employee of the month. Such as bonus incentives. I think this would be a better way to get everyone wanting to be employee of the month, as everyone would want some extra money. Other ways in which they could motivate staff is to introduce job rotation. This is where an employee may be trained in more then one

	department. For example a waitress who is also able to do reception. This will motivate the staff as they won't be getting bored of the same job every day, as they will be varied between the two. Also if they had job enrichment, this would give the employee more satisfaction in their job. An example of this is if a waiter is also given the responsibility of restaurant representative. Overall the Crown Spa hotel has good motivation for their employees who will make them work harder, making the business look good.
Description of performance	**Evaluation of performance**
The Crown Spa Hotel constantly monitors the performance of their employee. They do this at the beginning with the probationary period of three months. Within those three months they have 3 meetings with the employee. After this they do annual appraisals. This is a one to one meeting that gives the line manager and employee a chance to discuss what they feel is going well and what isn't. Here it is decided what training the employee may need to do and the employees targets for the year. This is a two way process where the employee can get their opinion across as well as the line manager. They also keep an eye on the employees using the traffic light system, they are always able to see what an employee had done from looking at that.	I think the way in which the Crown Spa Hotel monitors performance is done well. Throughout the probationary period the employee is able to have meetings where they can discuss any issues. This is good as they have a meeting every month, so they have more then one chance to discuss anything before the probationary period is over. It is good that the line managers take time out to have these meetings that makes the employee feel more valued. The annual appraisals are also a really good way in which not only the manager can keep a monitor on performance but the employee can as well. At the appraisals they will review the performance of the employee over the past year. From this they can decide how the employee can do better. This really benefits the employee as it gives them the information to know how they can develop to be better in their job. Also it benefits the company as they can check on the employee's performance and make sure it is good enough for the customers.

Description of discipline	Evaluation of discipline
This has been said to be the hardest part of the resource manager, It is important to have rules and employees need to follow them. There are two types of misconduct, misconduct and gross misconduct. If an employee breaks the rules a number of procedures are carried out. The employee will be sent a letter informing them about when their disciplinary hearing will be taking place. The employee is allowed to bring someone with them as a witness, as will the manager. At the hearing both sides of the story will be told, giving the employee a fair chance to defend their actions. At the hearing the legal documentation will be signed and dated. The manager will come to a decision after this. If it is the employees first time at doing something wrong a verbal warning will be given. If that employee breaks the rules again the same process will be done and they will get a first written warning. Then if they do it again the same process will be done and they will get a second written warning. Then finally if they break the rules again they will go to a tribunal and will get a dismissal. However if an employee does something really bad, such as hitting another employee. This is classed as gross misconduct and can get dismissed there and then. The disciplinary procedure can start at any stage and not necessarily with verbal. It depends on the seriousness of the offence. Vicky Riley always needs to be aware of the law. So as part of her job she will continuously research to make sure that her rules are matched to what the law.	The disciplinary system is an effective way of handling discipline. If it is done properly it is very fair for both employee and employer. With the use of the meetings it enables both sides of the incident to be put across. Also it is good that both parties can bring a witness, this ensures that the meeting runs smoothly and professionally. With the standard procedure in place it enables the company to act the same with all its employees. Thus not to cause any bias between employees as they will all be treated the same. As there are 4 stages, unless something really serious happens. It allows the employee to make mistakes and learn from them. This benefits the employee and gives them a chance to sort themselves out. From this procedure it also makes the company able to watch their own back and have all the correct documentation. This minimises the chance of employees suing for unfair dismissal if all the procedure measures were followed. Overall I feel that the disciplinary system is that of a fair one for everyone within the Crown Spa hotel.

Source: nager

Employment laws

It is important for all companies to adhere to laws. Staff with responsibility for human resources within a travel and tourism organisation must keep up to date with the requirements of general employment legislation. There are five main pieces of legislation that affect recruitment practice.

Race relations Act 1976:
There are mainly two areas within this law, direct and indirect discrimination. Direct discrimination is where an employee treats someone unfairly due to his or her ethnic background. Indirect discrimination normally occurs unintentionally. For example stipulating a UK-based qualification as a condition of employment unnecessarily disadvantages candidates from other ethnic backgrounds. With this act the Crown Spa Hotel needs to make sure they don't discriminate against race when looking at training, performance, motivation and training.

Equal pay Act 1970
This act is there to promote equality of opportunity between men and women and tried to eliminate unfair discrimination in pay and other conditions of services. However certain factors are taken into consideration when comparing pay. These are things such as length of service, educational background and regional allowances. The Crown Spa Hotel need to make sure that all their staff are getting paid fairly, in regards to training, performance, motivation and discipline.

Sex Discrimination Act 1975
This is in complementary to the Equal pay Act. It looks at the equality of opportunity between men and women in selection, training, promotion etc.
This would affect the Crown Spa Hotel by making sure that men and women received the same training, so to make sure one sex didn't receive a better training than the other. They would also need to make sure that both men and women received the same performance, motivation and disciplinary systems. Again to ensure they both receive the same type of treatment.

Disability Discrimination Act 1995 (amended 2004)
This act protects those with a type of disability from discrimination. However it remains legal to list 'good record of health' as a job requirement. The main purpose of this law is to make sure employers don't discriminate against people with disabilities unless it prevents them from doing the job properly. For example, an employer cant discriminate against a person with epilepsy applying

for a administrative job, however you may not allow them to work in a kitchen as it would be dangerous if they had an epileptic fit with the appliances around, such as hot cookers. At the Crown Spa Hotel they need to make sure that all the staff get the same opportunities in training, as well as getting the same performance, motivation and discipline. Certain members should not be treat differently due to disabilities, they should still get the same opportunities.

Working Time Regulations 1998
The purpose of this act is to restrict an employee's number of hours they work. This is to ensure that an employee doesn't work too much. The maximum an employee can be contracted is 48 hours within a seven day period, including overtime. The Crown Spa Hotel need to make sure they oblige to this law when looking at their staffs training, performance, motivation and discipline. They need to make sure that the staff aren't working over the legal amount of hours.

Source: A2 Level Travel and Tourism book

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

The Crown Spa Hotel really values the stakeholders. They are the people and organisations who have a stake in the success of the hotel. So by making sure all the stakeholders are treated correctly it benefits the hotel and can do better.
They stakeholders for the Crown Spa hotel are:

- Directors/owners
- Managers
- Employees
- Customers
- Suppliers

Stakeholders are important and want to make sure that the Crown Spa does well so they can then benefit. If the Crown Spa doesn't do well then they all suffer.
This comes into relation with the training, motivation, performance and discipline that the Crown Spa Hotel practices. This is because they need to get all those four factors correct in order for the business to do well. The directors and owners will want to implement strict guidelines on all four factors that will encourage their staff to exceed to the best they can in their jobs. This benefits the owners and directors due to their staff will be happier and they

work better making them exceed better in their jobs. This then benefits the employees and mangers as they are working well within their job, showing good performance and motivation. This results in them being rewarded, which gives them incentive to do well in their jobs. The Crown Spa values their staff. "Staff are our most important resource" . They take extra care in training and motivating their staff. By the hotel receiving the investors in people award proves this.

The Crown Spa Hotel makes sure that all the customers are happy. They pride themselves on having excellent customer service and facilities. This has been proved by being the only 4* hotel on the North East Coast. This then benefits the customers as they receive good customer service and have a good time whilst staying within the hotel. Which then benefits the employees and owners as they are doing better in business, making the owners more money which can result in the employees being paid more and getting better incentives.

Also they take great care in their suppliers of goods and services to the hotel. They do this by treating them with the upper most respect and politeness. They also make sure they are being paid on time. By doing these small gestures it really makes a difference to the suppliers feeling valued. They are extremely valuable to the Hotel as without the suppliers the hotel could not run properly and could suffer, causing all the other stakeholders to suffer too.

It is very important for all stakeholders that the Crown Spa Hotel continues to do well. However a big part of its success will depend on its employees.

In conclusion it is very important to have the best human resources for the well being of a business, especially one like the Crown Spa Hotel as it a private profit maximising organisation and relies a lot on the standard of the human resources to be a successful business.

Appendix

1. Vicky Riley – PowerPoint
2. Kirsty Blenkinsopp – PowerPoint
3. Research into Club 18-30 rep
4. Job advert
5. Job Description
6. Job specification
7. Photo 1
8. Photo 2
9. Feedback sheet
10. Interview schedule
11. Problem solving exercise

Appendix 1

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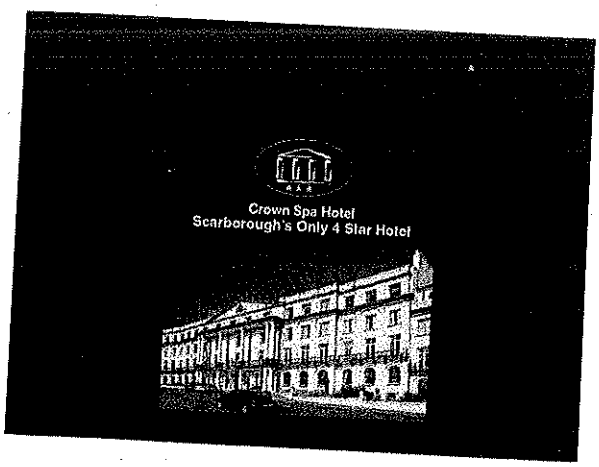
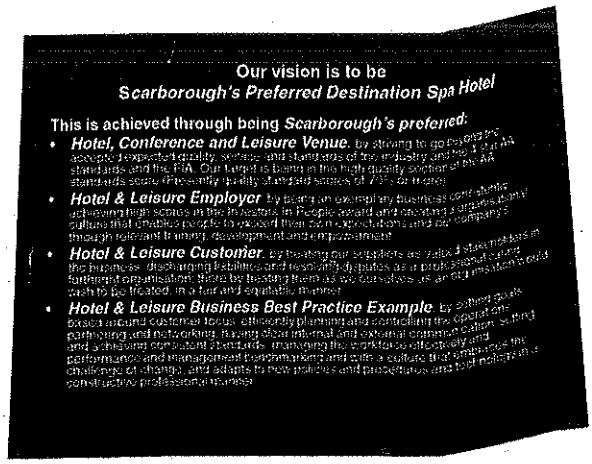
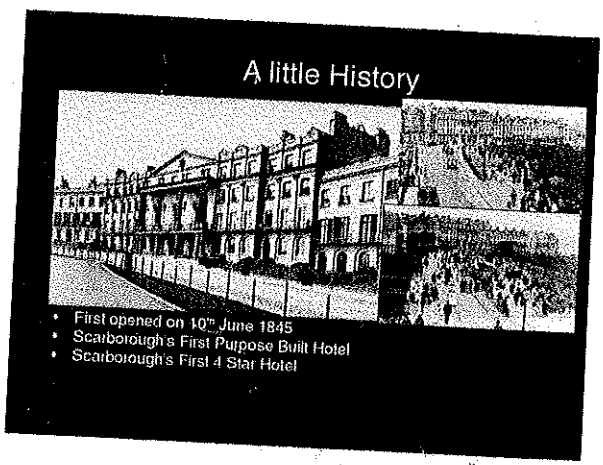
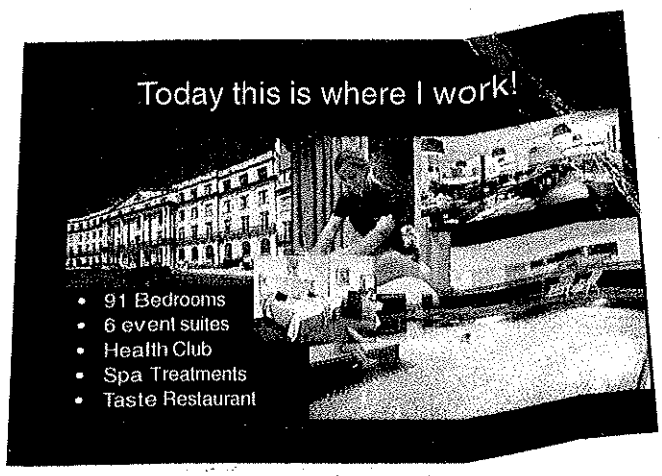
9/15/2008









What do I do?

- I am the Human Resources Manager at the Crown Spa Hotel
- am responsible for ensuring the legal compliance governance of the company in relation to the mployees.
- lso ensure the relationship between r and employee is fair and equitable.
- esponsible for driving the Compliance ion and Mission Statements, Investors ocess, Environment Policy, Lone y, Disability Access Policy and er policy.

Why Plan HR?

- Because in many organisations today employment costs are the single largest cost. Our payroll costs in 2007 were £1M
- Because it is cheaper to retain an employee through training and development than advertise for a replacement For us it costs on average £3K to recruit a manager and £1.5K to recruit a supervisor
- Because planning increases service delivery Without planning we would never have got the fourth star!

HR Planning

- In planning HR you need to ask yourself a number of questions:
  - What is the activity level envisaged?
  - How many hours of work do you have to allocate to full fill the activity level?
  - Break down the hours into skill sets (JD's), servers, supervisors, managers, etc..
  - Then you can calculate hours per skill set taking into account paid holiday time and "feathering" in the team
  - From this you need to make a choice as to the balance between full-time or part-time
  - Now you have a resource plan, next you need to go back to step 1 above and repeat the process ongoing

Based Costing Activity

Recruitment & Selection

- Where do you start? From the plan with a good feedback mechanism involves quantitative and qualitative indicators; such as:
  - customer feedback
  - Management feedback
  - Man Hour shortage on ABC

The Application Process

- Advertise the position
- Send application or they collect one
- When we receive the application back I read through all of them.
- Some are rejected immediately because unsuitable. They are sent a letter.
- Suitable applications are passed onto HOD.
- Most HOD's do their own interviewing.

The Interview Process

- Same questions are asked to each applicant.
- If successful at first interview, usually called in for 2nd interview.
- Different interviewers.
- Operational positions often involve a working interview.

The Induction Process

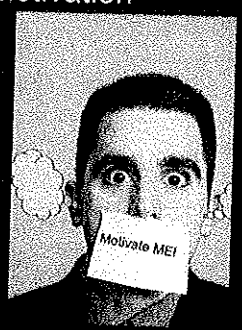
- Successful applicants are offered position verbally and in a letter.
- Starter packs are sent out, incl offer letter, T&C's, Job Description, handbook, starter form and Equal Opportunities form.
- 1st day they have a hotel induction with myself.
- 3 month probationary period.

Training

- Investors in People Employer
- Award winning Traffic Light Training scheme
- Compulsory training, eg H&S, Welcome Host Plus.
- Appraisal at 3 months.
- Bottom up approach to training.

Motivation

- Promotion
- Pay Rise
- Employee led
- Fair Employer



Discipline

- Employee receives a letter inviting them to a displinary meeting.
- Meeting occurs. I chair it, I have a hotel witness, employee can bring someone with them. Listen to employee's side of story.
- Adjourn meeting to make decision.
- Letter given to confirm action.

Discipline

- Verbal Warning
- First Written Warning
- Final Warning
- Dismissal

- Appeals

Thank You

?

Appendix 2

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A great place to live, work & play

Tourist Information

Human Resource Planning

How do we ensure we have the right number of staff?

•Service level – 80% of calls answered within 90 seconds

•Targets – Accommodation targets & sales targets

•Cost per visitor – How much the service costs to run divided by the number of visitors/users

•Income per visitor – Amount of income divided by the number of visitors/users

•Foot Fall – volume of visitors that visit the Tourist Information Centres.

How does the manager justify the need for more staff?

•Statistical data

•Service levels

Recruitment & Selection

Customer First Advisers
Salary £14,197 - £16217 (pro rata)

Do you have experience of putting the Customer First and have proven interpersonal skills? Then these exciting opportunities may interest you:

3 x 37 hrs pw permanent
1 x 37 hrs pw (3yrs fixed term contract)
2 x 18.5 hrs pw (2yrs fixed term contract)
1 x 37 hrs pw (6 months temporary contract)
1 x 25hrs Maternity Cover

Application forms available from Customer First, Town Hall, St Nicholas Street, Scarborough YO11 2HG; telephone (01723) 232323 option 4 or e mail. customer.first@scarborough.gov.uk Application forms should be returned in an envelope, clearly stating which position you are applying for.

Closing date: 11th July 2008
Interviews: 21st July & 22nd July 2008

Job Description

Designation:- Customer First Advisers

Effective Communications
1.Give customers a positive impression of yourself and Scarborough Borough Council.
2.Deliver reliable customer service.
3.Develop customer relationships.
4.Resolve customer service problems.
5.Process customer service information.
6.Support customer service improvements.
7. Training and support for customers

Information Communications Technology
8 Access and maintain the use of ICT.
9.Ongoing operation of systems
10. Financial controls

Administration
11.Contribute to the maintenance of a healthy, safe and effective working environment.
12.Prepare and supply information and documents.
13.Data protection
14.Stock control

Job description cont.

Personal Development
15.Develop personal performance through delivering customer service.

TO PROCEED TO GRADE SCALE 3:- All the above plus:
11.Work with others to improve the service.
12.Monitor and solve customer service problems.
13.Contribute to improvements at work.
14.Develop, implement and maintain procedures.

CRITERIA FOR PROGRESSION THROUGH TO GRADE SCALE 3

When reaching the maximum spinal column point of Grade Scale 2, Customer First Advisers will be expected to:-
Produce a portfolio of evidence to show that he/she is consistently operating at a Scale 3 level. Competently perform the duties listed for Scale 3. Respond to customer enquiries of a more complex/specialist nature. Demonstrate an in-depth knowledge of the whole service area. Achieve a recognised certificate in Customer Care

Job Specification

1. Experience
2. Educational Attainments
3. Specialist knowledge
4. Aptitudes
5. Disposition (Personal Qualities)
6. Personal Circumstances
7. Equality

The Interview Process

- Candidates are selected for interview according to those who meet the job description and specification.
- The interview consists of 8 questions and each answer is scored on a 1-5 basis. All candidates are interviewed by two people who individually score the candidate in order to make the selection process as fair as possible.
- Candidates are only notified once all the interviews have been completed.

Training

All Scarborough Borough Council employees are issued with Personal development folders when they commence their employment these folders include:

- Review Records (appraisal) – helps develop an individual performance by setting out personal objectives which in turn improves the organisations performance by meeting the organisations objectives. Appraisals are conducted annually by the line manager.
- Preparation form – a form which assists employees in preparing for their appraisal ensuring that they achieve the best possible outcome.
- Learning and development plan – identifies the development/learning required and what learning methods are needed to achieve it.
- Self record training sheet – a record kept by each employee to record all training that they attend i.e. team meeting, training course, work shadowing, buddying.
- Pre and post evaluation of training attended – employees should complete pre and post evaluation forms for all training that they attend, this is to establish if the training was beneficial to the individual, the team and the organisation and to identify any improvements which could be made.

Examples of Training for Tourist Information

- Destination Management System (DMS) – This system holds all information on accommodation availability, events, attractions and services. *In house*
- Web payments/till training – taking payments over the phone and face to face. *In house*
- Data box – system used to book tickets for events at the Spa Complex. *In house*
- NVQ in Customer Care. *Delivered externally*

Motivation & Performance

Monitoring performance

- 6 week employee evaluation – identifies if necessary training has been completed
- Appraisal – monitors if previous years objectives have been achieved and if not why.
- IIP accreditation – a service mark which identifies whether or not the service has achieved Investors In People www.investorsinpeople.co.uk
- Service Levels
- Customer Satisfaction questionnaires

Motivation

- Pension, sickness benefit, training, flexi scheme
- Appraisals are a motivating factor as they identify achievable goals for the employee ensuring that they feel a sense of achievement at the end of the year and it creates a positive relationship between the line manager and employee.

Disciplinary procedures

Levels of Disciplinary Action:-

- A Formal Verbal Warning.
- A Formal Written Warning.
- A Final Written Warning.
- Dismissal with Pay in Lieu of Notice.

Dismissal with pay in lieu of notice will normally apply where the employee is found to have committed an act of misconduct and there is a current written warning on file.

Examples of misconduct;

- Failure to carry out reasonable instructions from managers
- Misconduct in relation to official documents (except where personal gain results, in which case gross misconduct will apply) Unauthorised absence from duty or failure to adhere to working hours
- Abusive behaviour towards another employee or member of the public
- Minor violation of the Council's Electronic Communications Policy

Disciplinary procedures cont.

Summary (immediate) dismissal will normally apply where the employee has been found to commit an act of gross misconduct and takes place with immediate effect as the employee is not entitled to notice.

Examples of gross misconduct;

- Theft
- Fraud
- Deliberate falsification of record e.g. time sheets
- Physical violence
- Bullying
- Deliberate damage to property
- Bringing the Council into disrepute or conduct liable to bring the Council into disrepute
- Incapability whilst on duty brought on by alcohol or non-prescribed drugs

Any questions just ask?

Anything you need to know when you do your tasks email me:

Scarborough Borough Council

06 October 2008

Tourist Information Centres

This service provides citizens as well as visitors with expert advice on a wide range of what's on, where to eat and drink, attractions, walks and talks.

A visit to the local Tourist Information Centre will help you to enjoy your stay.

The Centres provide a full range of visitor information including:

Accommodation – An extensive list of Nationally Inspected accommodation is available along with a booking service.
Events – Up to date information on forthcoming events, from local craft fairs to major festivals.
Attractions – Extensive listings of local and regional places of interest.
2-7 Day Car Parking Tickets – Covering the whole Borough, these transferable discounted parking tickets are available in advance.
Beach Chalet Booking - Traditional seaside chalets are available all along the coast however early booking is advised.

External Website Links

The Borough's Tourist Information Centres

Contact Details

Tourism Bureau
Town Hall
St Nicholas Street
Scarborough
YO11 2HG

Brunswick Shopping Centre
Unit 15a
Westborough
Scarborough
YO11 1UE

Harbourside Tourist Information Centre
Sandside
Scarborough
YO11 1PP

Whitby Tourist Information Centre
Langbourne Road
Whitby

YO21 1YN

Filey Tourist Information Centre
Visitor Centre
John Street
Filey
YO14 9DW

Email: TourismBureau@scarborough.gov.uk
Tel: 01723 383636
Fax: 01723 383604

Office Hours

Tourism Bureau
Open daily 9.00am until 5.00pm

Brunswick Tourist Information Centre (Brunswick Shopping Centre)
Low Season (November to March)
Monday to Saturday 9.30am to 5pm
Sunday Closed (Nearest Tourist Information Centre is at Harbourside, Sandside, Scai

Mid Season (April to June, Sept, Oct)
Monday to Saturday 9.30am to 5.30pm
Sunday 11am to 4.30pm

High Season (July, August)
Monday to Saturday 9am to 5.30pm
Sunday 11am to 4.30pm

Harbourside Tourist Information Centre
Low Season (November to March)
Saturday and Sunday 10am to 4.30pm
Closed Monday to Friday (Nearest Tourist Information Centre is in the Brunswick Sho
Westborough, Scarborough)

Mid Season (April to June, Sept, Oct)
Daily 10am to 5.30pm

High Season (July, August)
Daily 9.30am to 5.30pm

Whitby Tourist Information Centre
Open daily - May, June and September 9.30 - 5.00pm
July and August 9.30 - 6.00pm
October to April 10.00 - 4.30pm

Filey Tourist Information Centre
Open daily, May to September 10.00am until 5.00pm,
Weekends only, October to April 10.00 - 12.30 and 1.00pm - 4.30pm

Local Council Service Identifier: 623

If you have already registered login here

Login Name

Password

Login Type Candidate

forgot password

- Overseas Home
- Positions
- Got what it takes?
- What`s in it for you?
- The recruitment process

Customer Service - Thomas Cook style

Overseas Representatives

You never know what you might be called upon to do next as a Thomas Cook Representative.

No two days are ever the same and every hour brings a different challenge. One minute you might be recommending a quiet spot to sunbathe, the next you could be dealing with a knotty problem or complaint. From the point you greet our customers at the airport to the moment you wish them goodbye, you"ll be expected to deliver the exceptional customer service for which Thomas Cook is famous.

It"s definitely hard work. After all, you"ll be the public face of the most trusted company in the business - constantly on your toes, ever helpful and ready to impress our holidaymakers. Your role will also include selling Thomas Cook events and services, helping to organise events and entertainment and liaising with a wide range of local suppliers and officials.

So, whilst you don"t need specific qualifications or experience, you do need bags of personality, a knack for dealing with people and the ability to work independently or as part of a team. A sympathetic listener, you must be able to solve problems on your own initiative.

Style Representatives

Style was founded in 1991 as a specialist tour operator for inspirational villas and hand-picked apartments as a Style Representative you will love the resort you live in and work in and want nothing more than for our guests to get the most out of their holiday.

As a Style Representative you will need to be able to provide quality and a personal service to our customers to ensure they are relaxed and comfortable in our care, to ensure you can deliver this we would accept you to be flexible and dependable and conduct oneself reliably and calmly at all times under pressure.

What a great way to spend your days with your customers in and around their villa conducting informative and interesting and entertaining welcome meetings and to be able to handle concerns and issues from our Style customers to ensure the absolute minimum levels of dissatisfaction.

Escapades Representatives

Aimed at the younger end of the market, it'll be up to you to deliver the Escapades holidays experience day and night. Not always easy! In addition to becoming your customers' best mate; you'll organise their beach parties, bar crawls and clubbing nights. And while they're recovering, you'll still have your daily duties like holding welcome events and resolving problems.

So on top of a good understanding of customers' needs, you'll have boundless energy and enthusiasm. Oh, and you'll have sales targets to achieve as well.

Transfer Representatives

The first and last impressions are always the most important and you can be part of this within our Customers journey. As a Transfer Representative you will act as an ambassador for Thomas Cook by providing customers with exceptional customer service by offering support and assistance whilst transferring our customers to and from the airport. You will also become part of the airport team and enjoy the hussle and bustle of a busy airport.

When you are not on an airport transfer you will be able to accompany our customers in resort on one of our many fantastic and exciting Thomas Cook events once again utilising all your resort knowledge and excitement of your life overseas to ensure our customers have a great lasting memory of travelling with Thomas Cook.

Once again It"s definitely hard work. After all, you"ll be the public face of the most trusted company in the business and working various hours, but what you will not find in this role is a routine as everyday is a new day.

A quiet day at the office - Thomas Cook style

Office Staff

There are no quiet days working in a Thomas Cook overseas resort. In many ways, it"s like a busy office job back home - but with great weather!

There"s a wide range of administration and paperwork to handle, such as answering phone calls and queries from our UK departments, organising reservations, arranging coach transfers and liaising with local suppliers. You"ll also be expected to join in with a variety of other Thomas Cook activities when required.

This is very much a team role where you will use your initiative to take ownership of tasks, offer support to colleagues and help resolve problems. You must be confident about communicating in foreign surroundings and unfamiliar situations and committed to delivering a high level of care to both external and internal customers.

In addition to your willing and helpful nature, you will need a good working knowledge of Word and Excel and some form of admin or office experience.

Making a song and dance - Thomas Cook style

Entertainment Representatives

You never know what you might be called upon to do next as a Thomas Cook Entertainment Representative. Six days and nights a week, you"ll stage variety and game shows in the evening and use your outgoing personality to host a range of daytime activities. From performing in West End style productions and variety shows (created by some of the UK"s top choreographers), to bringing TV game shows to life, there is nothing like the buzz of being an Entertainment Representative.

It"s a non stop job being the public face of the most trusted company in the business. Whatever the day brings, you"ll need to be confident, on your toes and ready to impress our holidaymakers. So, whatever your stage talents, you"ll need

all of your pzazz, personality and stamina to keep the entertainment going.

It"s a very demanding role, and you"ll also be expected to join in a wide range of other Thomas Cook activities to assist our Overseas Representatives. However the feeling you get from making your guest"s holiday memorable is incredible. Stamina, enthusiasm, presentation and customer service skills are essential, and the ability to work as part of a team is absolutely crucial to being a success.

Children"s Representatives

Organising games, challenges and activities for young children, six days a week, demands that you have more imagination and go than a group of kids out to enjoy every minute of their holiday!

As a Thomas Cook Children"s Representative in one of our overseas resorts, you"ll need to be constantly on the ball, running anything from Scrap Heap Challenge to Mini Olympics for children aged 5 to 12. You"ll need at least 6 months experience of professional childcare, or a childcare qualification at NVQ 2 or equivalent, plus bundles of initiative and energy.

Alternatively, if you hold one of the following: **CACHE, NNEB, SNNB, SCCB, BTEC National Diploma in Childhood Studies, HNC in Childcare, NVQ 3** or an equivalent childcare qualification, you could work with our younger children aged 6 months to 4 years.

In either case, you must have the confidence to promote the childcare service to parents and the ability to work as part of a team is absolutely crucial to being a success.

Prospects.ac.uk

Getting started

Search powered by Google

You are in Home page Types of jobs Leisure, sport and tourism Holiday representative: Job description and activities

Holiday representative
Job description and activities

On this page...
Job description Typical work activities

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.

More in this section...
Salary and conditions
Entry requirements
Training
Career development
Typical employers/vacancy...
Related jobs
Contacts and resources

Case studies...
Holiday representative: Ti

Related topics...
What jobs would suit me?
Psychometric tests
Careers chat live
Career and legal issues FAQs
Talk to graduates online

Written by Naeema Pasha, University of Reading

Last updated: October 2007

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Thomas Cook History

Thomas Cook is the world's best-known name in travel, thanks to the inspiration and dedication of a single man. Thomas Cook began his international travel company in 1841, with a successful one-day rail excursion at a shilling a head from Leicester to Loughborough on 5 July. From these humble beginnings Thomas Cook launched a whole new kind of company – devoted to helping Britons see the world.
View key dates of Thomas Cook history

A Brief History

On 9 June 1841 a 32-year old cabinet-maker named Thomas Cook walked from his home in Market Harborough to the nearby town of Leicester to attend a temperance meeting. A former Baptist preacher, Thomas Cook was a religious man who believed that most Victorian social problems were related to alcohol and that the lives of working people would be greatly improved if they drank less and became better educated. As he walked along the road to Leicester, he later recalled, 'the thought suddenly flashed across my mind as to the practicability of employing the great powers of railways and locomotion for the furtherance of this social reform'.

At the meeting, Thomas suggested that a special train be engaged to carry the temperance supporters of Leicester to a meeting in Loughborough about four weeks later. The proposal was received with such enthusiasm that, on the following day, Thomas submitted his idea to the secretary of the Midland Railway Company. A train was subsequently arranged, and on 5 July 1841 about 500 passengers were conveyed in open carriages the enormous distance of 12 miles and back for a shilling. The day was a great success and, as Thomas later recorded, 'thus was struck the keynote of my excursions, and the social idea grew upon me'.

Early Tours

During the next three summers Thomas arranged a succession of trips between Leicester, Nottingham, Derby and Birmingham on behalf of local temperance societies and Sunday schools. Within these limits many thousands of people experienced rail travel for the first time, and Thomas was able to lay the foundations of his future business. He later described this period as one of 'enthusiastic philanthropy' since, beyond the printing of posters and handbills, he had no financial interest in any of these early excursions.

Thomas Cook's first commercial venture took place in the summer of 1845, when he organised a trip to Liverpool. This was a far more ambitious project than anything he had previously attempted, and he made his preparations with great thoroughness. Not content with simply providing tickets at low prices - 15 shillings for first-class passengers and 10 shillings for second. Thomas also investigated the route and published a handbook of the journey. This 60-page booklet was a forerunner of the modern holiday brochure.

The Great Exhibition

By the end of 1850, having already visited Wales, Scotland and Ireland, Thomas Cook began to contemplate foreign trips to Europe, the United States and the Holy Land. Such thoughts had to be postponed, however, when Sir Joseph Paxton, architect of the Crystal Palace, persuaded Thomas to devote himself to bringing workers from Yorkshire and the Midlands to London for the Great Exhibition of 1851. This he did with great enthusiasm, rarely spending a night at home between June and October, and he even produced a newspaper, *Cook's Exhibition Herald and Excursion Advertiser*, in order to promote his tours. By the end of the season Thomas had taken 150,000 people to London, his final trains to the Exhibition carrying 3,000 children from Leicester, Nottingham and Derby.

Across the Channel

Thomas continued to expand his business in Britain, but he was determined to develop it in Europe too. In 1855 an International Exhibition was held in Paris for the first time and Thomas seized this opportunity by trying to persuade the companies commanding the Channel traffic to allow him concessions. They refused to work with him, however, and the only route he was able to use was the one between Harwich and Antwerp. This opened up the way for a grand circular tour to include Brussels, Cologne, the Rhine, Heidelberg, Baden-Baden, Strasbourg and Paris, returning to London via Le Havre or Dieppe. By this route, during the summer of 1855, Thomas escorted his first tourists to Europe.

Switzerland and Italy

Thomas visited Switzerland for the first time in June 1863. Although this initial tour was little more than an information-gathering trip, a party of more than 60 ladies and gentlemen accompanied Thomas as far as Geneva. Among these pioneering tourists was a young woman called Jemima Morrell, who maintained a written account of each day's events. Her original diaries may be studied today in the Thomas Cook Archives. Thomas organised further trips to the Continent in 1863, and by the end of the season he had taken nearly 2000 tourists to Paris, some 500 of whom had continued to Switzerland. With the co-operation of the Paris, Lyons and Mediterranean Railway, Thomas began to issue circular tickets (in both English and French) between Paris and the Alps. He then established the first circular tours of Switzerland, which were such an immediate success that he decided to extend his arrangements across the Alps. The first Italian tours took place in the summer of 1864, when Thomas escorted two large groups, one to Florence and parts of central Italy, the other to Rome and Naples.

Hotel Coupons and Circular Notes

Thomas's travellers to Switzerland and Italy were from the growing middle classes and they expected better accommodation than his earlier working-class customers had. He therefore set out to negotiate with innkeepers and hotel proprietors to provide rooms and meals at good prices. His friendship with hoteliers, who were pleased to get his business, enabled Thomas to develop two important travel systems: one was the *hotel coupon*, launched in 1868, which travellers could use to pay for hotel accommodation and meals instead of using money; the other was his *circular note*, first issued in 1874 and a forerunner of the travellers cheque, which enabled tourists to obtain local currency in exchange for a paper note issued by Thomas Cook.

Beyond Europe

Building on his successes in Europe, Thomas made an exploratory trip to North America in 1865 and set up a system of tours covering 4,000 miles of railways. Four years later, in 1869, he hired two steamers and conducted his first party up the Nile. The climax of his career, however, came in September 1872 when, at the age of 63, he departed from Leicester on a tour of the world that would keep him away from home for almost eight months. It had long been his ambition to travel 'to Egypt via China', but such a trip only became practicable at the end of 1869 following the opening of the Suez Canal and the completion of a rail network linking the east and west coasts of America.

Thomas and his small party crossed the Atlantic by steamship and made their way through the United States from New York to San Francisco by rail. They travelled by Pacific steamer to Japan, then across the Inland Sea to China, and afterwards visited Singapore, Ceylon and India. Leaving Bombay, they crossed the Indian Ocean and the Red Sea to Cairo, from where most of the party travelled back to London. Thomas himself, however, set off on an extended tour of Egypt and Palestine, finally returning home via Turkey, Greece, Italy and France after an absence of 222 days. The conducted world tour quickly became an annual event, but many additional tickets were issued to independent travellers, some of whom went via Australia and New Zealand rather than China and Japan.

John Mason Cook

While Thomas was travelling round the world, his son, John Mason Cook, successfully completed the firm's move to a new head office at Ludgate Circus. However, father and son argued over certain aspects of the project and in 1878 their partnership ended. John was a better businessman than Thomas, and he set about expanding the company internationally. In an age when telegraphy was in its infancy and there were no telephones or fax machines, this was far from easy.

John created overseas editions of *The Excursionist*, the newspaper started by his father in 1851, to inform customers in places such as France, Germany, India, Australasia, America and the Far East about the services he offered. (This newspaper, which became known as *The Traveller's Gazette* in May 1902, continued to be published until 1939.) He also kept up a continuous stream of correspondence with his offices abroad, checking on their work and complaining if anything went wrong. Like many successful businessmen, John Mason Cook combined a flair for grasping business opportunities with a remarkable memory for small details.

The Gordon Relief Expedition

In 1884 John Mason Cook was asked by the British Government to organise a relief expedition up the Nile to rescue General Gordon from Khartoum. Arrangements were made for the movement of 18,000 troops, nearly 40,000 tons of supplies, 40,000 tons of coal and 800 whaleboats. To transport the coal from Tyneside to Boulac and Assiout via Alexandria, 28 large steamers and 6000 railway trucks were required. An additional 7000 railway trucks were needed for the military stores, while on the Nile 27 steamers and 650 sailing boats

were used to carry the troops and supplies. John and his Egyptian managers acted as overseers of the entire operation, which relied on the labour of 5000 local men and boys, and completed their side of the contract in November 1884. Despite all the efforts, however, Khartoum fell in January 1885 and Gordon was killed.

Frank, Ernest and Bert

Thomas and John Mason Cook both died during the 1890s and the business was inherited by John's three sons: Frank Henry, Ernest Edward and Thomas Albert ('Bert'). During the first quarter of the twentieth century - a period which saw the introduction of winter sports holidays, tours by motor car and commercial air travel - the firm of Thos Cook and Son dominated the world travel scene.

The company was incorporated as Thos Cook & Son Ltd in 1924, and in 1926 the headquarters moved from Ludgate Circus to Berkeley Street, Mayfair, a once aristocratic area which was now the centre of London society. Then, in 1928, the surviving grandsons, Frank and Ernest (Bert having died in 1914), unexpectedly sold the business to the Belgian *Compagnie Internationale des Wagons-Lits et des Grands Express Européens*, operators of most of Europe's luxury sleeping cars, including the *Orient Express*.

From Wagons-Lits to British Railways

Shortly after the outbreak of World War II, the Wagons-Lits headquarters in Paris was seized by occupying forces, and Cook's British assets were requisitioned by the British Government. To save the company from complete financial collapse in its centenary year, a deal was brokered and, fittingly, the organisation was sold to Britain's four mainline railway companies. Thos Cook & Son Ltd settled its affairs with Wagons-Lits (which retained a 25% share in Cook's overseas) immediately after the war, and in 1948 the firm became state-owned as part of the nationalised British Railways.

The Fifties and Sixties

Thomas Cook & Son Ltd benefited from the post-war holiday boom, which saw one million Britons travelling abroad by 1950. The company set up a Business Travel Service and refurbished its holiday camp at Prestatyn (which had opened shortly before the outbreak of war). Although Cook's remained the largest and most successful company in the industry, its pre-eminence was now being challenged by new travel firms that were able to undercut Cook's prices and offer cheap package deals. In 1965 the company's net profits exceeded £1 million for the first time, but in an increasingly cut-throat marketplace Thomas Cook began to fall behind its younger rivals.

De-nationalisation and Beyond

In 1972 Thos Cook & Son Ltd returned to private ownership, bought by a consortium of Midland Bank, Trust House Forte and the Automobile Association. Radical reorganisation followed and a new, standardised corporate logo (the words 'Thomas Cook' in 'flame' red) was soon introduced. Thomas Cook managed to survive the recession of the 1970s - a recession which saw the collapse of several travel firms - and enhanced its reputation for providing excellent service by launching a Money Back Guarantee scheme in 1974.

Thomas Cook experienced many changes during the 1970s, including the sale of its holiday camp at Prestatyn and the relocation of its administrative headquarters from London to Peterborough. The firm also became a wholly-owned subsidiary of the Midland Bank Group. In the 1980s Thomas Cook began to concentrate on its long-haul tours programme, purchasing Rankin Kuhn Travel in 1982 and quitting the short-haul package tours market in 1988 (a market to which Thomas Cook successfully returned in 1996 when it acquired Sunworld).

Thomas Cook's longevity was celebrated in 1991 (its 150th anniversary) and the company's continued success was assured when it was purchased from Midland Bank by Westdeutsche Landesbank (WestLB), Germany's third largest bank, and LTU Group, Germany's leading charter airline, in 1992. Thomas Cook became a wholly-owned subsidiary of WestLB in 1995. A period of expansion followed - which saw the acquisition of Sunworld, Time Off and Flying Colours in quick succession - culminating in Thomas Cook's merger with Carlson Leisure Group's UK travel interests and the subsequent formation of JMC in 1999.

Thomas Cook Today

Today, Thomas Cook UK & Ireland is the second largest leisure travel group in the UK with around 19,000 employees. It is now part of Thomas Cook plc (www.thomascookgroup.com) which was formed on June 19th 2007 by the merger of Thomas Cook AG and MyTravel Group plc.

Thomas Cook UK & Ireland today operates a fleet of 45 aircraft, has a network of more than 800 high street stores (Thomas Cook and Going Places), leading websites (www.thomascook.com and www.mytravel.com), its own television channel Thomas Cook TV (Sky channel 645) and some of the world's favourite travel brands. These brands include Airtours, Club 18-30, Bridge, Cresta, CruiseThomasCook, Direct Holidays, Flexibletrips, flythomascook.com, Latitude, Manos, Neilson, Panorama, Style Holidays, Sunset, Sunworld Holidays, Thomas Cook, Thomas Cook Signature, Thomas Cook Sport and Tradewinds.

The company's airline, Thomas Cook Airlines, flies from various regional airports to destinations worldwide.

Thomas Cook offers a range of financial services, including foreign exchange at competitive rates, the Thomas Cook Credit Card in conjunction with Barclaycard, the cash passport and a wide range of travel insurance policies. It is the only major travel company to be FSA regulated for its travel insurance, which is underwritten by AXA. The company also owns White Horse Insurance Ireland Ltd.

One reason for the company's longevity and continued success is its commitment to providing exceptional service. Thomas Cook once described himself as 'the willing and devoted servant of the travelling public'. Today, more than 160 years after his pioneering excursion, these words remain a fitting epithet to the company he founded.

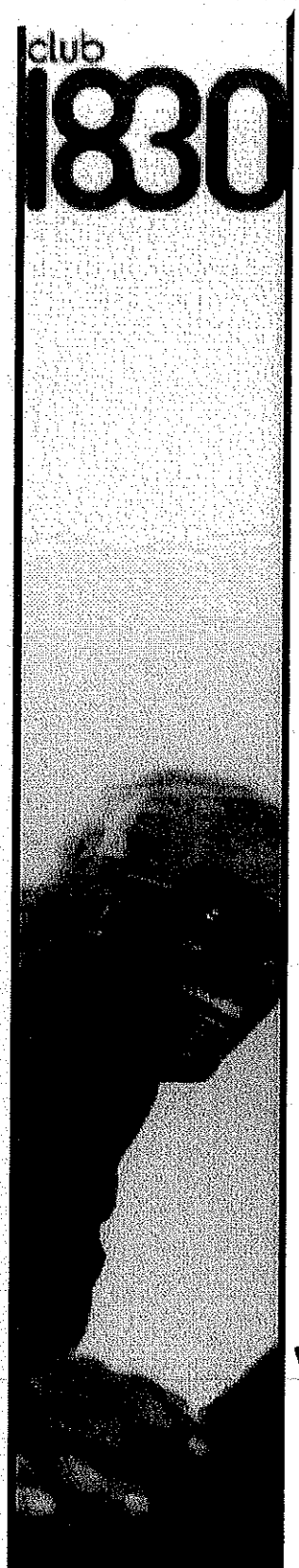
Further Reading

W. Fraser Rae, *The Business of Travel - A Fifty Years' Record of Progress* (Thos Cook & Son, 1891)
John Pudney, *The Thomas Cook Story* (Michael Joseph, 1953)
Edmund Swinglehurst, *The Romantic Journey - The story of Thomas Cook and Victorian Travel* (Pica Editions, 1974)
Edmund Swinglehurst, Cook's Tours - *The Story of Popular Travel* (Blandford Press, 1982)
Piers Brendon, *Thomas Cook - 150 Years of Popular Tourism* (Secker & Warburg, 1991)
Robert Ingle, *Thomas Cook of Leicester* (Headstart History, 1991)
Derek Seaton, *The Local Legacy of Thomas Cook* (self-published, 1996)
Lynne Withey, *Grand Tours and Cook's Tours - A History of Leisure Travel, 1750 to 1915* (Aurum Press, 1998)
Andrew Williamson, *The Golden Age of Travel - The Romantic Years of Tourism in Images from the Thomas Cook Archives* (Thomas Cook Publishing, 1998)
Paul Smith, *The History of Tourism - Thomas Cook and the Origins of Leisure Travel* [boxed set of four volumes] (Routledge/ Thoemmes Press, 1998)
Jill Hamilton, *Thomas Cook - The Holiday Maker* (Sutton, 2005)

Company Archives

Thomas Cook possesses a unique collection of archive material covering all aspects of the company's history from the founder's first excursion on 5 July 1841 to the present. This material is held in the Company Archives, which functions as a corporate 'memory', offering an information service to Thomas Cook's various departments and to interested members of the public, as well as providing research facilities for academics, journalists and picture researchers from all over the world.

Appendix 4



HAVE YOU GOT WHAT IT TAKES?

Club 18-30 holidays are looking to recruit holiday reps for the Summer 2009 season. Placed in one of our resorts in Greece, Spain, Turkey or the Canary Islands, you will be responsible for ensuring that our clients have the best holiday ever.

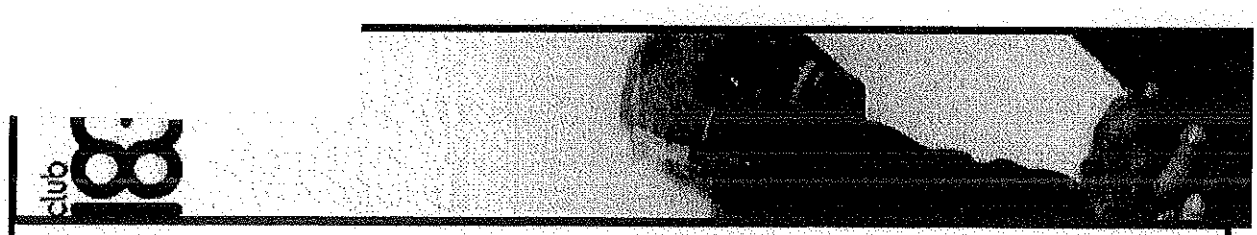
You will be outgoing, confident and full of enthusiasm. Added to which you will need to be able to '*think on your feet*' and deal with a wide range of problems and tricky situations as they arise. The hours are long so bags of energy is a must.

If you think that you have what it takes to make a young adult's holiday an experience to remember we'd like to hear from you.

Ring the number below to request an application form and return it completed together with your C.V and a letter briefly outlining why you think you would be suitable for the job.

We look forward to hearing from you!

Appendix 5



Job Description

Job Title: Resort representative

Responsible to: Resort team manager

Scope and general purpose: Responsibility for looking after a group of clients on package holidays at resorts

Main duties:

- 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;
- 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.

Appendix 6

Job Specification

Job Title: Resort representative

Characteristics	Necessary	Desired
Physical characteristics	Age 18 years or over Good health	
Personal attributes and qualities	Outgoing Confident Good communication skills (both written and oral) Sense of humour Common sense Friendly and approachable manner Reliability	Flexibility Proactivity Planning and organisational skills
Education	4 GCSE's at grade C or above including English and maths	Vocational qualification related to tourism Level 3 IT qualification First Aid Certificate
Personal achievements	Evidence of teamworking Evidence of problem solving Evidence of working under pressure	Evidence of taking responsibility for a substantial team task Evidence of dealing with a highly pressured situation
Work experience	Customer service focused employment Dealing with a range of customer types	Dealing with young adult client groups Customer service experience within the tourism and hospitality industry Use of IT Complex cash transactions
Other		Foreign language (Greek, Spanish, Turkish or sign language) Full passport

Appendix 7

Here you can see my appearance is good. I am wearing black trousers with a smart shirt and black cardigan. This makes me look more professional then if I turned up in jeans and a T-shirt. This shows I'm serious about getting this position.

Here you can see that upon entering the room I walked over to shake hands with the interviewer. This gives a good first impression and is always a nice thing to do when meeting someone.

Appendix 9

Witness Statement

Student:

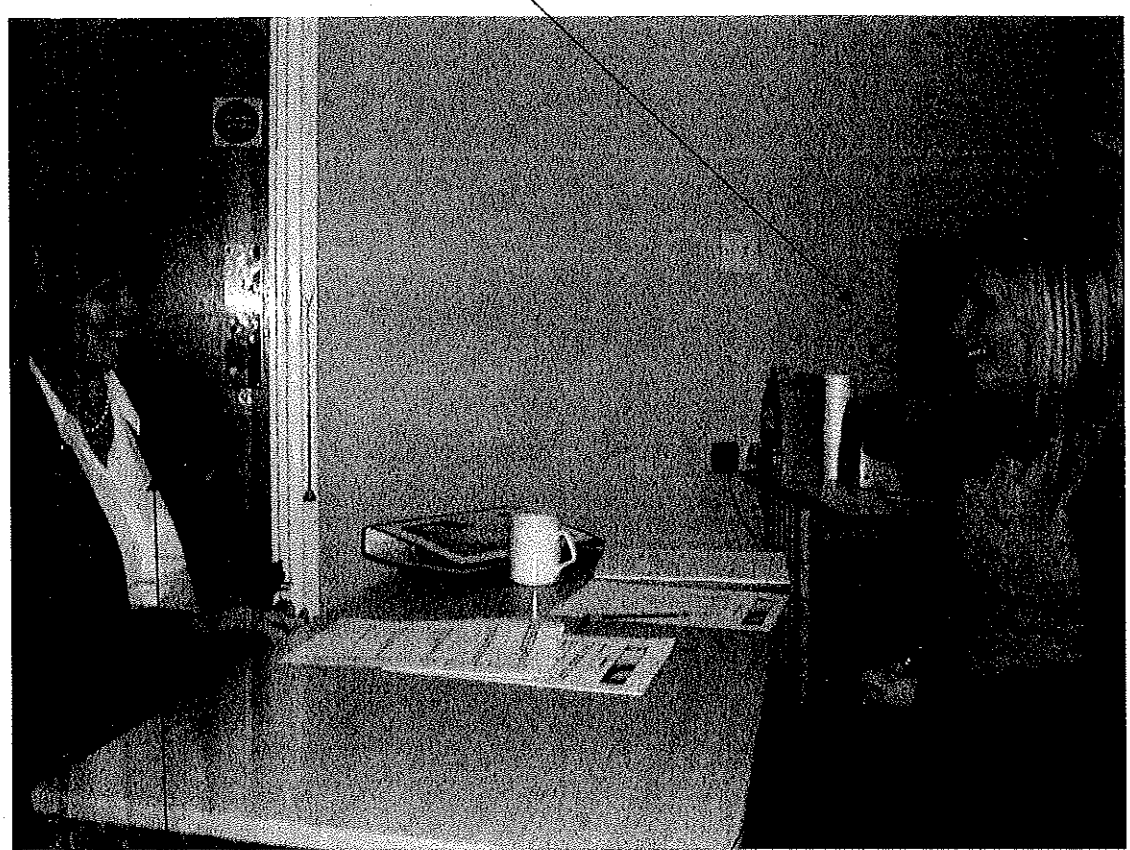
Unit 16 Human Resources in Travel and Tourism

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.

Date: 31st October 2008

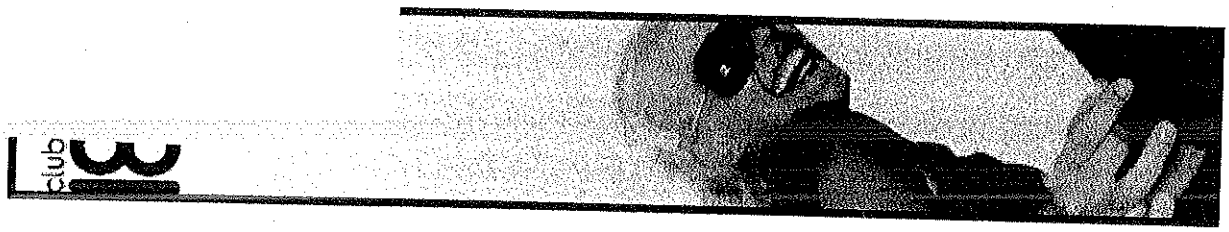
Appendix 8

I have good eye contact and body language. My hands are clasped on my knee. This is better then fidgeting with my hair or chewing my nails. This shows im taking in what the interviewer has to say to me.



This picture shows me sitting with the interviewer. I am smiling which is good, whilst talking.
The interviewer looks engaged in what im saying and smiling back. This shows good communication between us.

Appendix 9



Total scoring

Candidate name: Holli.

Section	Score available	Actual score
Written application	15	11
Personal introduction	25	20.
Problem solving	25	20.
Numeracy	10	10
Appearance	20	14.
Interview	40	25.
TOTAL:	135	100

club 180

Personal introduction scoring

Candidate name: Holli

Skills	Comments	Score
Confidence	Appeared confident and was able to project a confident manner by speaking at good pace and sight touch of humour.	1 2 3 4 (5)
Oral communication	Clearly spoken, fluent, good tone, pitch and volume. At times pitch / tone - monotone.	1 2 3 (4) 5
Sense of humour	Award winning Fish and Chip Shop :). • If you can describe features about you - favorite food, football team - it creates a stir with the audience.	1 2 3 (4) 5
Outgoing	Appeared to have an outgoing personality and the ability to have a go! :).	1 2 3 4 (5)
Friendly	not much smiling - Holli - this is where you really need to more aware of how important it is to come across a genuinely friendly person. Especially within the Travel industry.	1 (2) 3 4 5

club 1830

Problem solving scoring

Candidate name: Holli

Skills	Comments	Score
Confidence	Confidently engaged with the group. a little quiet at first; but soon settled into the task	1 2 3 (4) 5
Oral Communication /listening skills	Spoke well within the group. Took onboard others points raised Clearly communicated own points	1 2 3 (4) 5
Problem solving	identified points to focus on. Able to identify main issues	1 2 3 (4) 5
Team working	Managed to ask others if they agreed. Contributed to the exercise. (Did not lead the exercise)	1 2 3 (4) 5
Customer focused	Identified customer service issues Raised the 'customer issues' - incoming outgoing passengers	1 2 3 (4) 5

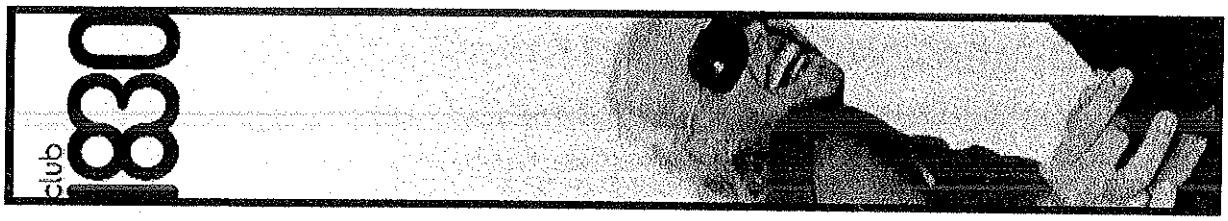
club 1830

Appearance scoring

Candidate name: Holli

	Comments	Score
Dress	planned her dress code. Smart appearance * Remember a trouser/skirt suit is a good investment for future interviews.	1 2 3 4 (5)
Body language	Confident body language	1 2 3 4 (5)
Eye contact	Agreed with trafer. Eye contact can be a little uncomfortable. when you smile your eyes automatically smile too! Holli you have a lovely smile - always be aware of this :) ex. it's very important	1 (2) 3 4 5
Facial expression/ mannerisms	Remember to smile Holli - Smiley faces can win at interview!	1 (2) 3 4 5

nervous - Leg shake



Interview Questions

Candidates name: Holli

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

1
2
(3)
4
5

all inclusive
Spoke with a rep spoke directly.
atmosphere - meeting people - talkative - different cultures experiences

* Spoke about your experiences of talking with a rep, not why you want to be a rep.

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

1
2
3
4
(5)

this question will always be asked + interview ok!

hard working
enthusiasm
long hours
comm^n skills team + customers

* Answered well good point 5 points raised and explained.

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?

1
2
(3)
4
5

✓ Unit - welcome meeting - ~~ACE~~
✓ Customer Service
general knowledge of the industry

* A little brief more experience, knowledge + skill could be explained here.

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?

- Delayed flights
- drunk people – take responsibility
- make them ~~sit~~ listen.
- Balcony / people being sick.

- Good detail
- answer to mention 5 points

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?

Golden Grid –
Swearing customers ('F'ing).

* Became very verbal from experience at G. Grid
hostile attitude towards

* Holli – we need to discuss this question together. You became quite aggressive – Travel + Tourism industry is a service industry. This was of great concern.

(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?

away from home.
– long hours.

* A little brief but points were explained

1
~~2~~
(3)
4
5

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

* Leading companies – merged with My Travel.
160 year – Thomas cook.

do not mention brands. * Always Always Research your Company prior to interview!!

1
2
(3)
4
5

What questions would you like to ask us?

– Promotion.

* At least 3 questions – try to prepare.
- Training

1
2
(3)
4
5

Appendix 10

Interview Schedule

Time	Candidate
11.20-11.40	Pippa
11.40-12.00	Danielle
12.00-12.20	Zoe B
12.20- 12.40	Zoe H
12.40-1.00	Holli
1.30-1.50	Becky
1.50-2.10	Alex
2.10-2.30	Shelley
2.30-2.50	Rachel

Appendix 11

Problem solving exercise

You are co-ordinating the transfer between resort and airport. On arrival at the airport you were told that there was a three hour delay on the incoming flight so advised your outgoing clients to check-in and await further announcements. The UK flight has now arrived and you have a coach load of clients to transfer to the resort—most of whom are angry that they are so late. The coach driver has already been on duty for 7 hours and is about to contravene driver's hours regulations if delayed for much longer. However, ground handling staff at the airport inform you that three of your departing clients have consumed a large amount of alcohol during the delay and the airline are refusing to allow them to board. Just when you think things cannot get any worse—one of your arrivals announces that he is diabetic and missed his insulin injection because his extra medication was in his luggage and is concerned that he might become quite ill shortly.

Decide what needs to be done and prioritise your actions