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INTRODUCTION

This “**Guidelines for Management & Leadership**” is for all hotel employees and aims at building a general framework for a corporate culture. They are intended to:

- Encourage identification with the company
- Further the career development of the employee and at the same time help the company to reach its objectives
- Ensure that well-ordered, fair and open relations exist at all levels
- Encourage every employee to show individual initiative
- Serve employees, managers and executives as a guideline for their attitudes and behaviour.

With these guidelines a company can ensure clarity in their co-operation and management. Every employee has his own life to lead and his or her work is only a part of it. If a situation can be reached that hotel employees regard their jobs as an essential part of their lives, a company can be sure that they will feel a sense of commitment to their work.

Corporations want their employees to identify with the company, but they should also feel confident that the company identifies with them, feels responsible for them and will stand by them at all times.

A fundamental prerequisite for the success of a hotel is optimum co-operation among employees at all levels. That requires, in addition to goodwill and tolerance on the part of all concerned, compliance with certain “rules of the game”. These rules are stated and explained in a handbook.

Every hotel employee exercising a management function at any level will be judged on the basis of these guidelines. At the same time every employee also has the right to apply these guidelines as a yardstick in judging the performance of their superior.

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1. What is XYZ Hotels & Resorts and what does it want?

Mission Statement *“As hosts we excite and delight our guests through uncompromising quality of product and service”!*

A dynamic Hotel Operator XYZ is a dynamic organisation occupying a leading position in the hospitality and associated fields. In its international activity its unique identity must be perceptible at all times.

Quality, innovation, “experienced hospitality” XYZ is different and outstanding in two aspects: Firstly, the quality of its products and services has absolute priority; secondly, constant innovation and a pride in offering customers a memorable “hospitality and gastronomy experience” are special features of its corporate philosophy.

Satisfied customers, employees, partners and shareholders XYZ wants to make certain that a guest never leaves one of the group's hotels or restaurants dissatisfied. XYZ wants the security, career development and job satisfaction of its employees to be assured at all times. XYZ wants its efforts to be efficient, profitable and satisfactory to its shareholders and partners.

2. Co-operation

2.1 General

Good co-operation – essential for successful corporate activity Effective co-operation based on tolerance and goodwill is an essential prerequisite for successful corporate activity. Essential for good co-operation however are honest, open and fair relations among all concerned. Everybody must be able to rely on the next person.

Good co-operation – the base of a good working atmosphere Good co-operation encourages everyone to think positively and to accept responsibility. It also helps people to get more pleasure from their work. At the same time it forms the base of a good working atmosphere and for efficient, profitable activity.

Part-time work – job sharing We have a positive, progressive attitude towards contemporary work habits and life style. We therefore encourage part-time working wherever possible and appropriate, i.e. the sharing around of one job among two or more employees.

Two roles of XYZ employees People working for XYZ Hotels & Resorts can be seen having either of two roles to play:

- the role of the employee (and everybody is an employee irrespective of his or her function and position)
- the role of the superior with management responsibility (although every superior is at the same time an employee).

2.2 Working Atmosphere

We want employees who are good-humoured, amiable and comradely We realise only too well that people of course can smile only if they feel like smiling. A good work atmosphere is important. It encourages staff to do their best and increases job satisfaction.

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A good working atmosphere means better performance

It also has a positive effect on the results of the work. A good working atmosphere gives employees the feeling they are members of a team and that they "belong" to the organisation as a whole.

The superior determines the working atmosphere by personal example

In the connection the personality of the superior and the example he or she sets can do far more to the working atmosphere than any number of rules.

2.3 Teamwork

A team consists of separate members, every one of whom brings his/her own personality into the team.

The whole is more than the sum of its parts

But the team also has its own personality, its own dynamic character. This character comprises a force which is more than the sum of the individual abilities of the members of the team: The whole is more than the sum of its parts. This strength is more than capable of compensating the permanent or momentary weakness of the individual.

Mutual support – the advantage of teamwork

The advantage of teamwork compared with "going it alone" lies above all in mutual encouragement, support and help.

Every member of the team can benefit from the support of other team members whenever he or she has a problem or is overworked.

Frank, sincere contacts are important

Frank, sincere contact in teamwork encourages the members of the team to co-operate. A good working atmosphere ensures that information and suggestions – and also constructive criticism – will be positively accepted.

When is the team spirit working?

We feel that the relationships within the team and the general working atmosphere are right if the members of the team have the confidence to say something which might well be wrong or not properly thought through, without having to fear that such comments might later be used against them or lead to resentment.

Work teams

In addition to the normal work teams required by the organisational structure of a company and usually formed by a superior and the colleagues immediately responsible to him, we also operate frequently with project groups. Set up for specific purposes, these special teams bring together employees – often from several different spheres of activity – who then work together for a limited period regardless of hierarchy and organisation.

Project Groups

Although we do in general favour teamwork, we are aware that there are conditions and tasks, where *individual* performance will be by far more effective as working in teams (e.g. conceptual work, special assignments etc.).

2.4 Co-operation in a given organisation

Breakdown into organisational or work section

Like every other company, XYZ has chosen a specific form of organisation, a breakdown into separate organisational or working

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sections; the individual is a member of a department, the department is part of an operating unit, and the operating unit belongs to a region, and so on.

Line and Service/Staff functions A special characteristic of this form of organisation is that, in addition to what are known as line functions, it also comprises service functions. The significant factor of the line function is that they are responsible for financial results.

The services and staff functions are responsible to their regional or head offices. They provide services of many kinds for the benefit of operating units and companies.

For this work to be done efficiently, close co-operation between line and service departments is essential.

Service departments want to help Service departments do not exist merely for the purpose of providing services – they also solve problems. They are responsible too for the efficient handling of all matters relating to a specific operational sphere. Service departments have the right to issue instructions as to how a particular matter should be handled, but are not authorised to order the implementation of these instructions. However, with the authority which comes from specialisation, a service department can ensure that its recommendations are accepted.

Service departments – supervisory functions In addition to providing assistance in many ways, service departments also carry out certain supervisory functions.

Responsibility implies authority In each of these organisational areas someone must bear the responsibility for everything that goes on. It is obvious and logical that this person must also have certain competence (authority to take decisions and issue instructions).

Every employee has only one Boss In principle every employee has only one boss, who is responsible for "hiring and firing", salaries, etc. He/she is however also responsible for discussing the employee's performance appraisal with him/her and for issuing instructions as to how the work in question has to be done.

Technical Superior In exceptional circumstances an employee may also have a technical or staff superior, who is authorised to lay down technical guidelines for the handling of specific activities and to check that these guidelines are compiled with. In all other respects full authority is vested in the line superior.

2.5 Official Channels / Communication

Official channels link all levels of management Official channels represent the line of communication between the superior and the employee reporting directly to him. These official channels are based on the responsibility structure and link management at all levels in a particular area of activity without skipping any intermediate levels.

Employees are expected to use the official channels Normally every employee will make use of these official channels. This applies particularly in the case of orders or instructions being issued "down the line" but also to suggestions, information and

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any complaints coming up from a lower level. For every employee the official channel in an upward direction begins with his/her immediate superior. In a downward direction the official channels follow the organisational structure.

The employee takes orders only from his/her immediate superior

Irrespective of whether a simple question regarding day-to-day work or a more serious matter, e.g. a dispute, is involved; every employee will take the matter with his/her immediate superior and will normally take orders only from him.

Departure from official channels

To avoid bureaucracy, stages in the official channels may be skipped if this seems desirable, e.g. if it is simply a question of mutually clarifying or preparing for a forthcoming decision. However, any stages or levels left out must be informed.

2.6 Discipline

Co-operation means subordinating personal interests

Even if the wishes and inclinations of employees are given the utmost consideration, living and working together in a community inevitably means that individual needs and expectations have to be subordinated to the common interest.

Discipline: conscious compliance

This is why discipline is essential in any company. For us discipline means consciously "fitting in", i.e. accepting one's appointed place in the company structure and doing the job as well as possible. Discipline has nothing at all to do with submissiveness. Freedom does not mean a complete absence of discipline.

Discipline achieves its full effect when it is combined with initiative and independence.

The personal example is decisive

Superiors at all levels create and maintain discipline by means of their clear style of management and, above all, their personal example. If they can succeed in commanding the confidence of their colleagues, the latter will behave in an orderly, disciplined way and "fall in line" willingly.

But an employee, who cannot see the sense in guidelines and instructions and is therefore unable to accept them, has no place in our organisation.

2.7 Conflicts

Conflicts are unavoidable

We believe that wherever people come together and that includes an organisation such as ours, conflicts are unavoidable. However, conflicts as such are not negative – very often the only negative thing about them is the way they are handled. There is in fact not only a destructive approach to handling conflicts; they can also be dealt with constructively. But the most important thing is to get to grips with them rather than try to sidestep them.

Objective analysis of conflicts

The first requirement is that all concerned must put forward their views frankly and in a courteous, reasonable manner. Conflicts can often be hurtful and offending if they are conducted on a personal rather than a matter of fact level. Therefore, if we can

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succeed in an objective analysis of a conflict, we are often half way towards resolving it.

Conflicts can help to solve problems

Very often it is precisely conflict situations which lead to good solutions to problems. If such situations occur, the important thing is to frankly and openly try to establish a dialogue. In doing so it is a question of presenting the facts of the conflict clearly and fairly, illustrating the various points of view.

If, during a discussion of this kind, it is not possible to come to an agreement, the conflicting viewpoints must be presented to the next-in-line joint superior.

3. Management & Leadership

3.1 General

Management is essential for achieving objectives

Management means guiding people towards a goal. But management also means making use of available strengths and resources and combining them to reach that goal. Management is essential to steer a company in a uniform, co-ordinated way towards a set objective.

For management to begin at all there must be, as the starting point, the intention to attain an objective.

Management means action

Management does not merely consist of discussing goals, planning, organisation and success checks; it also means getting things started, implementing ideas and reaching the agreed target – to the satisfaction of all concerned as far as possible.

Management must guarantee co-ordinated action

Management must also leave the employee as much room for individual action as possible. At the same time, however, it must guarantee the unity of action essential for the attainment of corporate goals.

The most powerful instrument of management

The personal example set by the superior is the most powerful management instrument of all.

3.2 Management Style

Management to suit situations

There is no such thing as the ideal style of management – only the style of management that is most suitable for a given situation.

We believe as a matter of principle that the greatest benefit for the company and the highest degree of satisfaction for the workforce results if the employees are allowed to participate in solving the problems and making the decisions. Taking decisions and initiating action over the heads of employees is not good management.

Participative management

Participation means involvement. Participative or co-operative management (wherever appropriate) is the style of management to which we are committed as a matter of principle – allows employees to have some say in what goes on in the company. This naturally increases the commitment which the employees feel towards "their" company and demonstrates at the same time

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that they are being taken seriously by management and that their suggestions, proposals and ideas are given proper consideration when decisions are made.

The sign of a good superior is that he/she has built up a team of enthusiastic colleagues who regularly put forward good proposals which he can take into account in his/her planning.

The good manager listens to his/her team

The good manager listens to the opinions expressed by his/her team and, if possible, takes these views into consideration when making his/her decisions. He/she then explains and justifies each decision.

The person responsible decides

At XYZ Hotels & Resorts three clear principles apply:

- everyone is expected to use his/her head
- everyone is entitled to say his/her piece
- but the decisions must be taken by the person bearing the responsibility.

Only the superior can decide, he/she *alone* must ultimately accept the responsibility for every decision.

However, the possibility which the employee has of participating in the decision-making process makes it easier for him to accept the decision, to understand it and to give it his/her full support when it is being implemented.

Authoritarian management style

Nevertheless, there are situations in which an *authoritarian* style of management is best: In a crisis there is no time for discussions and explanations – quick decisions and clear instructions are essential.

A good superior therefore makes sure that he talks to his/her team whenever he has time. In this way he builds up the confidence which will be necessary when, later, there is no time for talking and immediate decisions have to be made.

Neither extremely authoritarian nor anti-authoritarian

What we do not want is an authoritarian style of management that is permanent or extreme. On the other hand we do not want our management executives to be anti-authoritarian in their approach.

The superior must set the example

Here again the superior must exemplify to his/her staff the management style of the company in everything he does.

3.3 Management by Objectives (MbO)

Employee development towards common goals

We make every effort to promote the development of our employees in the direction of common goals.

In this connection we assume that every employee is willing to make a contribution to the attainment of such goals and therefore a contribution to the whole.

Objectives as the guideline for all activities

In management by objectives the objectives are the guideline for all activities. In setting the objectives we also define the results to be achieved in the accomplishment of the various assignments.

Objectives deduced from higher

As part of this process the superior and his/her team deduce their

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objectives own objectives from the objectives set at higher levels.

Set your own objectives In addition to these set objectives, however, every individual, every working group and every department are expected to set objectives of their own. This is an effective way of improving performance.

Ambitious but realistic objectives Objectives can certainly be ambitious, but they must be realistic – failure to achieve an objective can be discouraging.

3.4 Motivation

Employees are people with moods and feelings Our employees are people, and people have moods and feelings which they cannot simply divest in the locker room when they arrive in the morning to start their shift.

Employees don't always feel like putting in a hard day's work: They have their good and their bad days. The job of the superior is to persuade his/her team to perform well despite these highs and lows.

Motivation – the key to performance The expression "motivation" comes from the word "motive", which means having a reason for doing something. When employees are well managed they generate drive, the will and the enthusiasm necessary for good performance. We strongly believe that motivation is closely linked to effective and good leadership in the first place.

Employees need acknowledgment If employees are to perform well, they must have the feeling that they are acknowledged and accepted as people. They must feel they are accomplishing something and that their achievement is being recognised.

They must have the feeling they belong to a working group and that they have the opportunity of earning the respects of other people inside and outside the company.

Every human being is capable of acting on his/her own responsibility. We therefore want to give our employees as much responsibility as possible for we believe that this is a major factor motivation.

Effective motivation by means of clear objectives and standards Motivating an employee effectively means agreeing with him or her clear, comprehensible, stimulating but also realistic objectives and setting clear, unambiguous standards.

Indifference kills motivation The greater the interest and enthusiasm shown by the superior in the work of his/her team, the keener and harder-working they will become. That is a well-known fact.

3.5 Information

Only informed employees can contribute ideas and advice Since we want our employees to think intelligently and positively about their work and their company, our policy is to provide as much information as reasonably possible. Only people who are informed can think clearly and constructively, offer useful advice and recognise the broad issues involved.

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Too much information creates confusion	<p>Too much information can be confusing. We always ask ourselves therefore not only whether the information we are putting over is sufficient, but also whether it is really necessary at all.</p>
Discussion is the best information medium	<p>We use various internal media channels to ensure that our information system works efficiently, but we are convinced that the personal discussion is the best way of giving people information.</p>
Wanting to give information – not having to	<p>People today expect information to be frank and clear, but this can be a difficult problem, especially for the superior. He will be able to solve this problem only if he sees the issuing of information as something which he <i>wants</i> to do rather than something he <i>has</i> to do.</p>
A lack of information creates distrust and rumours	<p>Whenever there is a shortage of information distrust can easily develop. Instead of accurate, official information, rumours – admittedly, they can never be avoided completely – begin to circulate and erroneous opinions are formed.</p>
Correct timing is part of good management	<p>Giving information at the right time, e.g. announcing work plans suitably in advance, is a very important aspect of the style of management which generates confidence.</p>
No "fait accompli"	<p>Neither employees nor superiors should ever be confronted with a "fait accompli".</p>
Look for information – give information	<p>A good superior gives his/her people all the information they need in order to take the right decisions and actions. On the other hand, employees must also make a real effort to obtain the information they need and they must also be active in providing information.</p>
Information on the company's progress and plans, too	<p>For an employee with a genuine interest in his/her job it is always motivating if he/she knows how business is going and what the company is planning for the future. It is therefore up to the superior, if he/she considers it desirable and useful, to pass such information on to his/her colleagues.</p>
3.6 Decision-making	
Decision-making as a management function	<p>Taking decisions is an important function of management. Coming to a decision means making a choice from several possible solutions.</p>
Even a wrong decision is better than none at all	<p>Not coming to a decision at all is often worse than taking the wrong decision. Employees begin to feel dissatisfied and unsure of themselves if no decisions are taken. The superior must never try to shirk his/her responsibility for taking decisions ... and having taken them, must see that they are put into effect.</p>
Employees must participate in decisions	<p>Employees must be involved in decision-making whenever possible. This gives them the opportunity of contributing useful ideas and also ensures their full support for the decisions taken. The astute superior therefore seeks the advice of the members of his/her team, and then gains their agreement and support. He/she never confronts them with the "fait accompli" type of situation.</p>

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<i>Decisions are never a question of majority</i>	Decisions can never be a question of a majority vote – the responsibility for them must be borne by one person even if other people are involved.
<i>One person has to decide and that person must carry the responsibility.</i>	One person has to decide and that person must carry the responsibility.
<i>Consensus</i>	When a decision has to be made, it is important to continue the discussion until unanimity is reached among all concerned, for this will naturally ensure that the decision taken has maximum support. If a consensus is not possible, the final decision must be taken – and justified – by the superior.
<i>The superior gives his/her support to decisions</i>	The superior is obviously going to be 100% in favour of his/her own decisions, but he/she must give the same support to decisions taken at a higher level even though he/she may not be convinced that these decisions are correct in all respects.
<i>Decision-making has to be learned</i>	Managers must be allowed even very early in their careers, to practise decision-making repeatedly and to learn from experience. It is preferable to make a wrong decision as a chef de service, for example, than to do so after having been promoted to manager, when the consequences of the mistake may be much more serious. The important thing of course is that one learns from these early mistakes.
3.7 Allocation of assignments, responsibility and authority	
<i>Clear allocation of assignments, authority and responsibility</i>	Our policy is that all employees, within the limits of their competence, should have as much independence as possible in their decisions and actions. The superior organises his/her section or department on this basis, ensuring that assignments, authority and responsibility are properly allocated (job design & assignment control).
<i>Delegation</i>	In this connection it is not enough to simply delegate functions and responsibility; the appropriate authority must also be delegated.
<i>No authority without responsibility</i>	However, anyone demanding authority must consider very carefully whether he/she really is capable of accepting the responsibility involved. He/she should check carefully whether, as a result of misplaced ambition, he/she might be taking something on which are beyond his/her capabilities. Being happy in a job means having neither too little nor too much authority. It also means having to accept just as much responsibility as you can carry – and are really prepared to carry.
<i>The employee is responsible for doing the job</i>	In the process of delegation the employee is given responsibility for execution of the work concerned, namely responsibility for handling the assignment in accordance with the agreed objectives.
He/she has to account to his/her superior for everything he/she does – or fails to do – in connection with his/her work.	
<i>The superior cannot delegate his/her</i>	However, the superior can never delegate his/her managerial

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managerial responsibility

responsibility. As a manager he/she alone is responsible for ensuring that objectives are attained, the necessary mental and physical resources are made available, and results are checked against targets.

Within the limits of, firstly, the agreed objectives and measures and, secondly, the responsibility and authority delegated, the superior will intervene only if exceptional circumstances make this necessary. Nevertheless, he/she carries full responsibility for the overall performance of his/her department.

3.8 Coordination

In an organisation based on the division of labour it is essential to coordinate the activities and measures of the various departments to ensure that the defined corporate objectives are achieved.

Coordination helps to put decisions into effect

Coordination helps to put decisions into effect. Employees and superiors are called upon to contribute to appropriate coordination measures on their own initiative.

The better the coordination, the greater the prospect of smooth, efficient interdepartmental coordination and, consequently, low-cost profitable operation.

Self-coordination

An important factor in this connection is *self-coordination*, i.e. discussing among employees themselves without consulting the superior.

Self-coordination is a sign of independent, responsible action

Efforts to work on a basis of self-coordination are evidence of the desire of employees to work independently and on their own responsibility. These efforts constitute a step away from hierarchical thinking.

3.9 Performance checks

Performance checks: Comparison of results and objectives

Performance checks indicate the extent to which objectives have been reached. Over a specific period of time the superior compares the results achieved with the targets set.

Being sure is fine – but making sure is better

There is therefore nothing “bad” about this kind of supervision; looked at objectively it is absolutely necessary. Supervision removes all doubts. If an employee is doing his/her job well, it gives him/her the encouragement he/she needs. If performance checks reveal shortcomings, constructive criticism can lead to improvements.

Working independently involves checking your own performance

We expect our employees to work independently. The logical consequence is that they must to some extent check their own performance, but that does not absolve the superior from his/her responsibility for supervision.

Supervision lets the superior know what is going on in his/her department

Planned supervision enables the superior to verify whether the way a job is being handled is going to produce the desired results. If not, the necessary corrections can be made in good time in order to prevent mistakes as far as possible. To that extent supervision and performance checks help the employee. Helpful

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correction is not destructive or discouraging – it is constructive and motivating.

No delegation of supervision

Supervision is one of the responsibilities of every superior. It cannot be delegated.

Inadequate supervision is a sign of indifference

Inadequate supervision is a sign of indifference on the part of the superior. Supervision makes a constructive contribution towards the attaining of objectives and does not in any sense imply a lack of confidence.

Follow-up

Supervision demands perseverance, for it is a question here of checking and verifying on an ongoing basis – today, tomorrow and a year from now.

Meaningful supervision also means checking that existing instructions and arrangements are being complied with and that new measures are being properly put into effect. This is known as follow-up.

Quantitative and qualitative checks

The superior checks the way in which the members of his/her team are doing their jobs, not only from the quantitative but also – and particularly – from the qualitative angle.

It is also one of the superior's responsibilities to ensure at all times that the work in hand is actually being carried out by the minimum number of employees.

Checking of authority

The superior verifies at regular intervals that his/her staff are not exceeding their authority and, conversely, that they have been given sufficient authority to enable them to handle their assignments.

Checking economic use of the company's goods and assets

The superior must also check that the goods and assets of the company are being used carefully and economically. If necessary he/she must intervene without going through official channels in order to prevent mistakes which could lead to losses.

3.10 Acknowledgement and criticism

People like to know where they stand

Nothing is more disconcerting and worrying than not knowing where you stand. Every employee has the right to know whether and to what extent he/she has been successful in reaching his/her set objectives.

Acknowledgement and criticism must have a positive influence on future performance

Acknowledgment and criticism are essential tools of management and are indispensable for the technical and personal development of the employee. The purpose of both acknowledgement and criticism is to exert a positive influence on future behaviour and future performance. It is the duty of the superior to recognise good performance and to offer constructive criticism if performance is unsatisfactory. His/her aim in doing so is to improve the performance of the employee and to encourage and assist him/her in his/her development.

Criticism must be open

Recognition of an achievement is gratifying and also acts as an incentive to further good performance. Criticism must point out

Recognition increases job satisfaction

Recognition of an achievement is gratifying and also acts as an incentive to further good performance. Criticism must point out

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shortcomings clearly and openly. But it must be more than that: It must also provide guidance on the measures necessary for the reaching of the objective in question. It is therefore never a matter of simply listing what is wrong – it is also essential to suggest the right approach.

Right to a second chance Anybody doing a job is bound to make mistakes. XYZ Hotels & Resorts employees are no exception, but they are entitled to a second chance whenever this is justifiable.

3.11 Promotion

Quality depends on the knowledge and skills of our employees It is the duty of every superior to promote the career development of his/her staff. Similarly, it is the duty of every XYZ employee to learn all he/she can by continuously broadening his/her knowledge and by being fully up to date on developments affecting his/her work.

The superior supports his/her team Every superior must ensure that the employees directly responsible to him/her possess the knowledge and skills necessary for doing their jobs, or acquire them. They must be able to do their work as independently as possible.

Job rotation A method widely and successfully used in employee development is job rotation, i.e. an employee is given different work to do, in a different environment, perhaps in a different hotel altogether. A transfer from a line to a staff position or vice-versa can also be advantageous. Job rotation is an excellent means of broadening the horizon of the employee, so to speak, and helps prevent one-sided specialisation.

Job enrichment But of course we also want to offer the employee variety in his/her job, to make his/her work interesting for him/her, and to prepare him/her for taking over additional responsibility.

Career programme The names of people suitable for promotion are put forward by the superior for inclusion in the career programme (where and if appropriate), even though this may mean losing a good employee (Management Portfolio).

Career development must assist attainment of corporate objectives While we have a positive attitude to the personal development of our employees, our policy is the primary aim of such career development must be the reaching of our corporate goals.

3.12 Discussion

Management means discussion In most cases management is largely a question of discussion. Management cannot take place in a vacuum – it involves dealing with people. Consequently, the discussion is also an important instrument of management. It even has a rather special importance, for it is of course the most natural means of communication between human beings. It is not only a means of exchanging information, experience, ideas and opinions; it also plays an extremely important role in the development of inter-human relationships.

Leading a discussion means being Anyone who wants to have a good discussion must be able to

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able to listen listen. The superior must take due note of what his/her staff have to say to him/her.

A discussion is a dialogue between partners The atmosphere in which the discussion is conducted depends to a large extent on the frankness of all concerned. A monologue is not a discussion. For us at XYZ Hotels & Resorts a discussion is a dialogue between partners showing mutual respect.

Good management means talking with people Every discussion is a good investment. When it is a question of getting employees enthusiastic about something or of convincing them of the value of an idea, the discussion is the most effective instrument a manager can use. In many discussions merely listening carefully can help to solve the problem.

3.13 Deputies / Acting Manager

A deputy for every management position It is essential to have a deputy for every management position. This is another basic principle of good management. The deputy must be brought into the picture and kept up-to-date to the extent necessary to allow him/her to take over at any time. On the other hand the deputy is not a "crown prince" – the position does not confer any automatic right to succession.

Deputies must keep things running smoothly The purpose of appointing deputies is to ensure that the business of the company can continue smoothly in the absence of the superior. The deputy manages and takes decisions in accordance with the policy and the wishes of the person he is representing.

All the employees concerned must know who is deputising for the boss in his/her absence.

The position of deputy has no independence The position of a deputy as such is not an independent position; in exceptional circumstances the job can also be delegated to the superior or to a colleague of the person absent, or the various duties could be perhaps assigned to a number of employees.

"Acting Manager" In any well-organised company a duly appointed person is always present to represent the company and its policies internally and externally. In other words, it is essential for the boss to have a deputy capable of taking over for him/her temporarily whenever he/she is absent for short periods. This person is known as "acting manager".

4. Rights and Obligations of XYZ Employees

4.1 General

We want satisfied employees We naturally want as many employees as possible to be content in their work, for we realise that satisfied employees are always particularly keen to turn in a good performance.

However, if our personnel are to feel content in their work, a number of things are necessary:

- The employee must be doing a job he/she likes, i.e. it must suit him/her and his/her particular inclinations.

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- His/her job must give him/her an opportunity to develop his/her personality and his/her abilities.
- He/she must be able to do his/her job in an environment in which he/she feels at ease. That involves many factors, but two of the most important are his/her colleagues and his/her boss.
- The employee must feel that he/she is needed, that his/her contribution to the company is important.
- He/she must sense that his/her aspirations, needs, suggestions - and his/her criticism – are taken seriously.
- The employee must not simply be someone who accepts orders and carries them out. On the contrary, he/she must be informed, be able to recognise the broader issues involved, and be capable of contributing ideas and opinions.
- The employee must know that he/she enjoys the confidence of his/her superiors and of company management.

The employee not only has rights – a great deal is also demanded of him/her

But the XYZ Hotels & Resorts employee does not only have rights and privileges – a great deal is also expected from every member of the staff: capable, efficient performance, a willingness to engage in constructive discussion, respect for others, committed efforts for the company as a whole, acceptance of responsibility, company loyalty and so on.

4.2 Introduction of new employees

Introduction to the job

A XYZ employee must never be asked to do a job before he/she has been given proper training and instruction and a reasonable period of induction to the work.

Every employee therefore has a right to a period of initiation, whatever his/her work and level may be. Familiarising him/her with his/her job must be carefully planned and carried out with patience and understanding.

4.3 Training

Know-how must grow – or it will waste away

In a dynamic and progressive organisation such as XYZ Hotels & Resorts there is a constant process of change and innovation. The employee must therefore ensure that the qualifications he/she brought to the job and the knowledge and skills acquired during his/her induction period are kept fully up to date at all times.

XYZ therefore makes available to its employees a much wider range of training facilities and tools than is customary in our sector of industry.

Training – rights and obligations

Every employee has the right to extend and deepen his/her professional knowledge and to develop his/her capabilities to the full.

On the other hand, it is his/her duty not only to make use of the opportunities offered, but also to “stay on top of the job” at all times on his/her own initiative and own efforts.

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4.4 Information

Information creates confidence We believe that reciprocal information is essential. It eliminates uncertainty and builds up confidence.

Information – rights and obligations Every employee has a right to all the information he/she needs to do his/her job efficiently and well. If necessary he/she will acquire this information on his/her own initiative. Conversely, he/she has a clear obligation to provide other individuals or departments with all the information they need for their work.

In particular he/she must give his/her superior full information on all important observations or occurrences, on all substantial deviations from defined objectives, and on all unusual developments demanding new decisions. He/she must never forget that his/her boss can have a clear picture of everything that is going on only if he/she is fully and accurately informed.

4.5 Clear orders and rules

The employee wants to know what is expected of him/her We believe that every employee likes to know exactly what is expected of him/her. Every individual employed by XYZ is therefore entitled to a job description clearly defining his/her tasks, responsibilities and authority. The employee also has rights to clear instructions and clear guidelines (assignment control for managers).

The scope of an assignment is clear if the employee knows the areas in which he/she may – or has to – act on his/her responsibility. A clear order or instruction means that the employee understands precisely what he/she has to do, the time allowed and the quality of performance expected.

All these guidelines are intended to ensure that important matters are not simply left to chance and that the best solution is always applied in a given situation.

The employee must make sure that he/she is familiar with and fully understands all the manuals, handbooks, tools and instructions relating to his/her job. It is his/her duty to apply the prescribed rules. All the instructions and guidelines issued are binding and are not to be freely interpreted by the individual.

Rules make things clear There is no question here of restricting personal freedom or of curtailing opportunities for displaying initiative; on the contrary, these rules give the employee the clarity and certainty he/she needs to do his/her job in accordance with company policies and procedures.

4.6 Suggestions for improvements and changing of rules

Every employee must try to make improvements We regard new ideas and suggestions as opportunities. We are pleased when every employee regularly displays initiative and imagination in an effort to bring about improvements in the

working environment and in human relations. The employee has the right and also the duty to put forward proposals. Such proposals may go well beyond the scope of his/her own immediate area of activity.

Existing rules may become obsolete or may no longer be in line with changed conditions. Here again every employee has the right and the duty to draw the attention of his/her superior to rules and guidelines which appear out-of-date. We are always willing to give serious consideration to such proposals and to amend existing rules if necessary and appropriate.

However, as long as such changes have not been officially approved and issued, the existing rules will continue to apply.

4.7 Work evaluation / performance appraisal

Right to performance appraisal

Every employee is entitled to have his/her performance appraised by his/her superior. The employee must know whether and to what extent he/she has succeeded in achieving his/her objectives.

Regular appraisal by superiors

The employee also has the right to expect that his/her superior will discuss his/her performance and general work attitude with him/her several times during the course of the year. This gives the employee a feeling of confidence and certainty, in the sense that he/she always knows exactly where he/she stands. If his/her performance is failing short of requirements or any other problems exist, the employee then has the opportunity of improving matters.

There can be no question of an employee suddenly being dismissed on account of inadequate performance. Dismissal in these grounds is possible only if the shortcomings in his/her performance have been discussed with him/her in advance and there has been no improvement.

Yearly performance appraisal

At least once every year the employee has the right to a formal discussion in which his/her work is evaluated. Apart from appraising his/her performance and his/her general behaviour at work, the purpose of this discussion is to seek ways and means of eliminating any weak points, but in particular to highlight the strengths of the employee to develop and plan possibilities of further training and career development. Furthermore if there are any personal problems the employee may have, then this would be the ideal occasion they can be dealt with.

4.8 Complaints

Every employee has the right to lodge complaints about instructions and decisions:

- If he/she is convinced that these would be to the substantial disadvantage of the company.
- If he/she is of the opinion that difficulties – whether from the managerial point of view or on a personal level – have arisen in his/her relations with his/her superior or any other department, and he/she feels these difficulties cannot be resolved by any other means.

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- If he/she considers he/she has been passed over for promotion, placed at a disadvantage, unfairly treated or that his/her self-respect and dignity have been slighted.

Discussions with next higher superior

If a talk with his/her direct superior proves fruitless the employee is entitled to request a formal discussion with his/her next higher superior, but he/she must notify his/her direct superior of his/her intention to do so.

4.9 Loyalty

Loyalty does not mean being uncritical

In the interest of our common objectives we expect all our employees to be loyal to their superiors, to the company as a whole, and also to their colleagues. But this does not mean accepting everything without criticism – every employee has the right to his/her own opinion. On the other hand it is his/her duty, once a problem has been discussed in detail and a decision has been taken, to give the decision his/her full support.

No hiding behind other people's decisions

He/she must accept responsibility for his/her behaviour and his/her actions. There must be no hiding behind decisions from "higher up".

4.10 Cleanliness

Cleanliness – top priority

In any hotel and catering organisation cleanliness is of the utmost importance.

Apart from the obvious fact that we are in fairly close contact with our guests, the stringent hygiene requirements in public areas and eating-places mean that this rule also has very special significance as far as the personal cleanliness of every employee is concerned.

4.11 Profit-consciousness

Profits are necessary

Our company declares its belief in the profit principle. Profits are essential for the survival of a company and, consequently preservation of jobs. Our employees must therefore also regard the making of profits as something worth striving for and be positive in their attitude to this policy.

Better performance and lower costs help to save jobs

If our management calls for better performance and lower costs, it does so not least in an effort to preserve as many jobs as possible for the future.

It is the duty of every employee to do all he/she can to carry out the work assigned to him/her to the best of his/her ability, to avoid wastage and useless effort, and to use the materials, etc. entrusted to him/her as economically and carefully as possible.

5. Rights and Obligations of XYZ Superiors

5.1 General

The superior is interested in the

The manager at XYZ Hotels & Resorts is not interested in earning

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welfare of his/her staff – not in earning their applause

the applause and admiration of the people responsible to him/her – his/her concern is their wellbeing and development. He/she therefore needs the courage to take unpopular decisions if these are ultimately necessary from the company's point of view. In that sense any employee in a senior position must state his/her demands – and see that they are met.

Demands and development go hand in hand

But making demands goes hand in hand with employee development – one of the most important functions of anyone in a senior position.

Discipline is inconceivable without self-discipline on the part of the manager

A superior will achieve success mainly by setting a good example. Real authority is rooted primarily in his/her personality and in his/her professional qualifications. The discipline indispensable for well-ordered, fruitful cooperation is inconceivable without self-discipline on the part of the manager. He/she must have the courage to demand a great deal from his/her staff – but he/she will always demand more from him/herself.

Respect for employees

A superior must display to his/her staff at least the same respect and courtesy he/she expects from his/her own boss. He/she must treat the people working for him/her in the same way as he/she would like to be treated.

The successful superior creates the right working atmosphere: His/her staff feel at ease, the individual is accepted and nobody needs to feel anxious or worried – an atmosphere in which constructive criticism is not only permitted but also desired.

The success of the superior is measured by the achievements of the people under his/her supervision.

Plain speaking without destroying confidence

A good superior must be capable of talking frankly and plainly with his/her staff without disturbing the confidence which forms the basis of his/her relationship with them.

Take employees seriously – they are human beings

Taking employees seriously means demanding certain standards of performance while respecting the employee as a human being. The approach must always be constructive – never hurtful or offending.

Genuine, honest dealings

A superior who wants to create a good working atmosphere will always try to be genuine and honest in his/her dealings with his/her staff.

No masks

A superior must be prepared to defend his/her point of view. Anyone wearing a succession of different masks gives the impression of being a phoney and loses his/her credibility. Since people never know exactly where they stand with him/her, nobody will ever trust him/her.

Code of Conduct

In all his/her decisions and actions the XYZ manager complies with the spirit of a Corporate Code of Conduct and with its policies & procedures, principles and guidelines.

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5.2 Introduction of new Employees

The first few days are decisive

The superior is well aware of the importance of initiating a worker properly into a new job. Very often the first few hours, days, weeks will decide how long the employee remains in the new job.

Good induction creates confidence

Careful, patient initiation is also important for another reason: It gives the new employee right from the start the feeling of security he or she needs in the new job and in the new environment.

Introducing workers to new jobs demands time, patience and care

The successful superior always devotes the necessary time, patience and care to the planned induction of new employees. This ensures that they learn how to do their work efficiently within the shortest possible time.

5.3 Training

Training – another responsibility of the superior

In order to keep the knowledge and skills of employees up-to-date and at a high level at all times, XYZ Hotels & Resorts offers a range of corporate and regional training programs as well as a wide range of training tools available for its staff. It is the duty of every superior to make these offers known and available to all employees in accordance with their functions and also to assist them in their own efforts to improve their knowledge or their particular trades and professions.

Daily training is a must

It is a Must for all department heads and supervisors to conduct the appropriate daily training topic on a daily basis to his/her staff, year round.

5.4 Information

Information – a Duty

The superior must give his/her staff information on all matters of interest to them or necessary for the carrying out of their work. He/she must also provide them with additional, more detailed information if this is desirable.

Be fully informed at all times

He/she keeps him/herself fully informed on the activities in his/her area of responsibility. In this connection he/she can also request information from employees at all levels outside his/her immediate sphere of management, but he/she may not give them instructions.

5.5 Clear orders and rules

The superior must ensure that orders are clear and rules complied with

The superior must ensure that every one of his/her staff has an up-to-date job description stating in clear, practical terms his/her assigned work functions, responsibilities and authorities. He/she must also satisfy him/herself that his/her employees are fully familiar with these job descriptions and work in accordance with them.

The superior is also responsible for ensuring that his/her employees are familiar with all rules and regulations issued in the form of manuals, policies & procedures, guidelines and tools, that they understand them and appreciate why they are necessary.

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His/her orders and instructions must be clear and must leave no doubt whatever as to the “who”, “what”, “how”, “with what” and “by when”.

5.6 Suggestions for improvements and changing of rules

Accept suggestions without prejudice

The XYZ superior must accept proposals from his/her employees without any prejudice. He/she must consider every suggestion objectively and express his/her thanks for all ideas and proposals, even if some of them may not be feasible. He/she is responsible for seeing that useful suggestions and ideas are put into effect, suitable, acknowledged and possibly rewarded. Good proposals put forward by employees must never be “squashed” for prestige reasons.

Amend out-of-date rules

We also welcome critical, constructive comments from employees on existing rules and regard every suggested improvement as an opportunity. Here again, therefore, the superior must accept such ideas and proposals with an open mind and without any prejudice. If, in a particular case, he/she did not institute the rule in question him/herself, he/she must pass on the suggestion to the department responsible.

5.7 Work evaluation / performance appraisal

A good manager is always interested in the work of his/her staff

A good manager is always concerned about the good spirit of his/her staff. One of the worst things that can happen to a human being is to be disregarded or ignored. A working day should never go by, therefore, without the manager being actively involved with his/her staff and their performance. He/she can do this in different ways: observation, participation, supervision, recognition of achievements – and, if necessary, criticism. It is not a question here of a general and comprehensive qualification, but rather of evaluating a performance by reference to objectives and performance standards.

Recognise good performance – criticise unsatisfactory performance

It is the duty of the superior to acknowledge good performance and, if performance is unsatisfactory, to offer constructive criticism with a view to improving results and developing the employee in question. The purpose of recognition and criticism is to exert a positive influence on the future performance of the employee and his/her general attitude to his/her work.

The superior will of course concentrate on developing the good, positive aspects – the strengths, but he/she must also have the courage to state his/her views clearly on aspects which may be less pleasant – always in the form of constructive criticism of course.

Performance appraisal and career development

At least once a year the superior must have a formal discussion with each of his/her employees. The employee's performance will be appraised and the results of that appraisal will be recorded in writing, but the main purpose of the discussion is the evaluation of strengths of the employee and relevant career opportunities and career development.

Good preparation This discussion is one of the most difficult jobs a manager has to

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do. He/she therefore prepares him/herself thoroughly beforehand and “steers” the conversation skilfully to ensure that the atmosphere is frank and relaxed. Depending on the level of employee, use for this purpose standard forms. The employee him/herself is as well preparing him/herself to the discussion according to the procedures proposed within those forms.

5.8 Complaints

Dealing with complaints

The manager gives careful attention to complaints from his/her staff and to requests for reconsideration of his/her decision. Having taken a decision, he/she must be able to justify it. He/she must also be capable of examining complaints and giving his/her comments immediately in a rational, unemotional manner.

A superior must never seek to take revenge in any way on an employee who, because of differences or problems between them, refers his/her complaints to the next higher superior in the management hierarchy.

5.9 Loyalty

Loyalty of the employee to the superior

Loyalty of the superior to the staff

We expect our employees to be loyal to their superiors and to the company.

The superior can also demonstrate his/her loyalty to his/her employees in the sense that, at the expense of his/her own needs and aspirations, he/she looks after the interests of his/her staff, helps them to make progress and gives them the feeling of being successful. An important point here is that the superior should always pass on to the staff concerned any compliments or praise expressed by guests or superiors at a higher level.

The good manager accepts responsibility for any mistakes made by his/her staff and is prepared to speak up in their defence.

5.10 Cleanliness

Responsibility of the superior for cleanliness of his/her staff

Since cleanliness is exceptionally important in any hotel and catering organisation, the superior has a special responsibility as far as the personal cleanliness of his/her staff is concerned. He/she therefore draws their attention regularly to the importance of these requirements and the very undesirable consequences of failing to comply with them.

5.11 Profit-consciousness

Duty of the manager to develop a profit-conscious attitude

As the representative of the company in all his/her dealings with his/her staff, it is the duty of the superior to encourage them to develop a healthy, intelligent attitude to the principle of operating for profit and to apply that principle – which is never one-sided – at all times in their thinking and their actions.

Thriftiness and care in using the goods and facilities as well as assets made available for doing the job are very often a matter of

understanding and awareness. It is also very important that employees should recognise the profit motive as being both positive and necessary. Ensuring that these principles are fully understood and accepted is an essential part of the work of the superior.