

THE DEVELOPMENT OF A HOTEL EMPLOYEE
ORIENTATION PROGRAM

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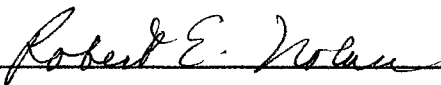
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CHAPTER I

INTRODUCTION

Nature of the Problem

Currently the Sheraton Kensington Hotel offers two orientation programs for its new employees. One program is the general orientation conducted by the personnel department. The second program, and usually the first one to which the new employee is exposed, is the department orientation and training program.

The Problem

Currently, the approach to department orientation is not structured. Within one department, trainers can present varied program content to the new trainee. Further variances occur because orientation among departments is not coordinated.

The problem is that this absence of structure can create confusion and knowledge gaps for the new employee. Those entrusted with orientation are concerned because the best approach is not being offered to the new employees.

Purpose

The purpose of this research is to design a structured

orientation format which will give continuity of learning content to the new employee by the department in which he is trained. Additional benefits will include the updating of current personnel department orientation information handouts, the creation of an additional new employee evaluation instrument, and other improvements to the current system.

Need for the Study

The study is needed to achieve three goals:

(a) reduction in turnover, (b) better trained employees and improved guest satisfaction from employees, and (c) improved response to employee needs.

Management was interviewed to determine current orientation practices within the departments. A questionnaire was developed from a review of orientation literature to date and from a review of Sheraton Kensington records. A selected new employee population was interviewed to obtain responses to current orientation efforts. This interview was formed from information gained from the review of literature to date, 144 exit interviews, management responses, and existing Sheraton records.

Definitions

Orientation - the process of familiarizing oneself with the existing or current environment and its practices and customs.

Structured Program - a program arranged or organized in a definite pattern or manner.

SME's - subject matter experts; those knowledgeable in a field of inquiry.

Terminated - an employee no longer employed by the specific hotel. Termination can be caused by involuntary quit, voluntary quit, or transfer to another operating hotel within the Sheraton system.

Assumption and Limitations

An assumption of this study is that the employees want a greater response by management to their needs.

A limitation of this study is the employee population. The population reflects the current views of new employees. These views may not reflect those of either past or future employees. Another limitation is that the population of new employees is from one specific hotel, the Sheraton Kensington in Tulsa, Oklahoma. The failure to pretest the employee survey could account for the lack of total participation. The directness of certain questions, specifically regarding the fairness of the supervisor, may have contributed negatively to cooperation from the supervisor(s). The possible desire of a supervisor to avoid rearranging an employee's work schedule could have prohibited full employee participation in the interview session.

Summary

The lack of common hotel knowledge presented to new employees of the Sheraton Kensington Hotel presents some problems. Among them are employee frustration for failure to respond appropriately to guest requests and for the inability to properly perform the new job. A series of interviews can shed light upon the problem. From conducting a series of interviews, developing a proposed outline, and seeking management and employee feedback, a guide can be produced which may eliminate these problems.

CHAPTER II

REVIEW OF LITERATURE

Number of Daily New Employees

"For some 80,000 Americans, today is 'the first day on the job'" (Inc., June, 1986, p. 73). These 80,000 come to the new job site bringing unique personalities, skills, feelings, expectations, and problems.

New employees are eager to make a contribution. They are also highly motivated. Some experts feel this enthusiasm and motivation are at their peak at the beginning of new employment (J. Phillips, 1987, p. 127).

Feelings of New Employees

Combined with the enthusiasm is the characteristic of nervousness. Accompanying this are such fears as "Will I be liked by both my new boss and my co-workers?," "Can I do the job?," and "Will this new job give me enough money to pay my bills?" If the new employer's reception is one of understanding, the nervousness will tend to fade. A sense of enjoyment can occur. The employee will possess the "...desire to succeed, to contribute. There's a chance for

a new beginning, free of the numbing staleness of the old job" (Inc., 1986, p. 73).

These expectations are evident upon the first day of the job. The employee, newly hired, is eager to begin. Yet upon arriving at the job, often times the new employee is unknown.

It is surprising that in so many establishments a new employee arrives, and his appointment is unknown by either the people in the personnel office or in the department to which he has been assigned (T. Phillips, 1982, p. 34).

Not recognizing a new employee can diminish the employee's initial eagerness.

The Value of First Impressions

First impressions are important. First impressions are something on which the hotel industry puts great emphasis. Hotel doormen and their usually striking attire are a vivid example of this. Upon arriving at the hotel, the doorman is the first employee seen and consequently the first impression received by the guest. For those who do not see the doorman, the front desk and its appearance (cleanliness, architectural design, space and uniform style of the guest-service assistant) are other examples of the hotel's attention to first impressions.

Even though the new employee enters through the back door, first impressions are equally important there. One of these first impressions is the reception given during the application process. The impressions during this process

create the employee's initial impression of the hotel.

Research supports the importance of first impressions. In reviewing the literature, several references were found. First, R. Kleim reiterates the common adage that a first impression is a lasting impression (July, 1987, p. 15) and Spruell (1987) further supports their importance by saying, "The ones [impressions] within the first 90 days last the longest" (p. 10). Spruell further reminds the reader that the new employee remembers the first day of employment for years (p. 10).

The first day of employment is something new employees like to enjoy. After all, they are excited about coming to a new position, a new company and a new opportunity. This enthusiasm is maintained as long as good impressions are created within the new employee.

Prior to coming to work, if time permits, the new employee can be provided with pre-employment correspondence. Included in this correspondence are employee newsletters, rules and regulations, publicity article reprints, and other information about the hotel. This can create additional interest (Spruell, 1987, p. 8). When this material cannot be provided prior to employment, it can be provided on the first day. By doing this, the new employee can browse the information and have questions prepared for response during orientation (Spruell, p. 4).

Additional information can be provided to the beginning employees who are new to town. These employees have a

harder time feeling "at home" (Spruell, 1987, p. 4). If the employer provides this information, the new employee can provide the employer with two benefits.

One benefit is an increased chance of job stability. The job environment will be more satisfying, and making domestic adjustment can be easier. This is an essential ingredient of job stability according to one researcher. McGarrell, Jr. (1983) says, "...some studies show the views of the spouse are the single most important factor in a married person's decision to stay with, or leave, an organization" (p. 4). The other benefit is increased guest satisfaction. By being familiar themselves with the area and what to do, new employees can better answer guest questions. It can benefit the organization to consider and implement policies which address the effects upon new employees of good impressions.

The Purpose of Orientation

New employees come to the job with the desire to perform as best they can, to be accepted by co-workers, and to fulfill their expectations. But if they are not told of the employer's expectations, new employees can become confused about their expected performance. One purpose of orientation is to provide new employees with an understanding of these expectations.

New employees will also want to know how their jobs relate to the workings of the entire facility. Orientation

can provide this. In orientation "they should be given a vivid picture of how [a] particular assignment contributes to the overall goals of the organization" (Silverman, 1986, p. 20).

Therefore organizations should make adequate orientation programs. Additional research supports the need for new employee orientation. Spruell (1987) says that orientation speeds up the adaptation process by making new employees more at ease within the organization (p. 1). The sooner the employees are at ease, the sooner they are more productive. Prairie Hotelman, (1983) reminds the employer, "Good employees are not hired--they are 'made'...by you" (p. 65).

Consequently, orientation provides a program for helping make good employees. Reinhardt (1988) says, "...their first day orientation is important because the new employee is like a stone dropped in a pond. He or she feels overwhelmed and needs survival information..." (p. 28). Orientation gives employees ways to survive, and so can be instrumental in reducing turnover. Reinhardt further warns, "Unless the organization sponsors a structured, first-day orientation in every department, some new employees won't be around to attend the company-wide orientation training" (p. 24).

Commitment Required for Orientation Programs

Wexley's study (cited in Schuler, Youngblood and Huber, 1984) says:

It has been shown that protege learning increases when there exists a high degree of trust, an informal relationship, an openness with information, a high level of interaction infrequency, and a people orientation tempered with a professional orientation on the part of both parties (p. 331).

The organization, the supervisor, and the assigned trainer must be committed to the orientation program to make it work successfully. Spruell (1987) states, "The organization must be willing to invest the amount of time, effort, and resources necessary to develop and maintain an effective program" (p. 2). Desatnick (1987) further elaborates on organizational commitment when he says, "The optimum or most favored situation is where management emphasizes maximum concern for both production and people" (p. 77). Production goals should not receive primary emphasis in a new employee orientation program. The goal of orientation is to meet the learner's need.

These learners' needs should also be recognized by the trainer. The trainer should remember that the learner (new employee) has no prior knowledge of the job requirements. Before training the new employee, the supervisor should critically review the existing job description and update it to reflect the actual requirements of the job. For example, if the mail clerk always delivered the general manager's mail each morning at 10:00 sharp, the new employee can not be expected to continue this task if it is not included in the job description. Just because the old employee always did the task, the new employee should not be expected to be

a mind reader. To prevent discouragement, the new employee's supervisor should be committed to providing the new employee with an actual day-in, day-out job expectation list (Lawrie, 1987, p. 26).

Further supervisor commitment should be made in the area of scheduling. Arthur (1986) says:

As soon as a prospective employee's starting date is confirmed, his or her supervisor or manager should make a notation to keep that day as free of appointments as possible. This way, full attention may be given to meeting the needs of the new worker (p. 139).

Once the supervisor has made the time allotment, a commitment to the process of orientation must also be made. In making this time allotment, the supervisor will have prepared for an effectively presented orientation. Additionally, the supervisor "must provide support, encouragement, and assistance to make the process work" (J. Phillips, 1987, p. 136).

If the training of the new employee is assigned to a co-worker, the supervisor should not forget the continuing influence of his or her role. The supervisor is the one responsible for clearly communicating his expectations to the new employee. Like relaying a message, the more channels it goes through, the greater the possibility of less-than-desired results.

Consequently, continuing supervisor inquiry can ease the new employee's transition. Such follow-up is suggested by Spruell, who says, "A day or two after each orientation session, the supervisor should conduct a

private follow-up with the new employee" (1987, p. 7). Day (1988) concurs and cites the advantage of follow-up when he says:

The first line supervisor also gets some valuable first impressions concerning the expected progress of the new employee, how well he or she catches on, whether he or she likely will succeed on the job and perceived training deficiencies (p. 20).

Besides the commitment required by the organization's upper management and the supervisor, an additional commitment is required of the entire organization. "Thus working together, the entire organization is charged with the responsibility to make orientation work" (J. Phillips, 1987, p. 136). Phillips further explained this by saying, "All individuals ultimately have a part in welcoming the new [employee] to the team" (J. Phillips, p. 142).

What effect does everyone's involvement have upon the new employee? Impressions created by the response to the new employee dictate what the new employee tells others about his new employer. Among those he tells could be friends who could be desirous of working for the company (J. Phillips, 1987, p. 127).

Having recognized and agreed to both the need for and commitment to an orientation program, the employer should know the end results. One researcher addressed what an effective employee orientation program could produce. Reinhardt (1988) says:

Studies show that a thorough new employee orientation within the work unit can: *Reduce turnover and absenteeism. *Prevent performance

problems. *Instill positive attitudes about the organization. *Pave the way for better communication between the supervisor and the new employee (p. 24).

Orientation Format

Once designed, the orientation format should be one which meets both organizational and individual needs. The importance of individual needs is confirmed by several researchers. In addition to Desatnick, J. Phillips (1987) advises "the orientation system should be flexible to individual needs and requirements" (p. 130), and Spruell (1987) stresses the need to "keep individual needs in mind" (p. 4).

Besides establishing the format to be used and the recognition of individual needs, an effective orientation program consists of a variety of components working together. The components are:

...presentation, written material distributed to new employees, tours of facilities, the involvement of other individuals in addition to human resources staff, orientation follow-up, the informal orientation and finally a continuous evaluation process that examines the different components, and makes adjustments as they are needed (J. Phillips, 1987, p. 137).

Because new employees represent different levels of learning, and because many hotel workers either attend school or work in another job, learning presented to them must be interesting in order to hold their attention.

Presentation can be aided by starting with an ice-breaker. This is an activity or exercise which loosens

up the learning body. By following this with a few moments spent describing the scheduled day, the learner's attention can be increased (Arthur, 1986, p. 140).

Likewise, the written material must be comprehensible. New employees can represent a wide range of reading abilities.

While there is no universal agreement about the format in which orientation should be presented, there is strong agreement among researchers that the process, however divided, should be comprehensive and thorough. Throughout the literature, numerous suggested checklists were found.

One recommendation of Silverman's (1986) states:

The major points to be covered in an effective program can be categorized under six main headings: overall objectives and policies, pay, benefits and personnel policies, job functions and responsibilities, relations with fellow employees, facilities, procedures, etc. and rules and regulations (p. 20).

Objectives

Included in stating objectives would be organizational history. J. Phillips (1987) states, "Virtually all organizations discuss this area, which includes early history, significant milestones, organizational structure, goals, objectives, mission and philosophy" (p. 144). In a discussion of hotel history, Prairie Hotelman (1983) adds when telling new employees about the company history, to include "what's special about it - stories connected with it, awards received, famous customers, etc." (p. 65).

The importance of this area is further explained by Inc. (1986) when it says:

What's called for is some sort of well considered introduction to the business, something that actually explains what you are about, where it came from, who its customers are, how your company is different from any other company they [the employees] have ever worked for (p. 74).

The objectives can further be enhanced by an appearance of top management. Holland and George (1987) said, "The opportunity to meet, see and talk to a top member of the team can create better rapport" (p. 5).

By describing the characteristics of the employment organization, the employee gains an increased awareness and acceptance.

Pay, Benefits and Personnel Policies

To be included in this area are basic wage rate, span of work week, overtime calculation, and other policies. Both Prairie Hotelman (1983) and Spruell (1987) stress the importance of including the point when performance reviews will be conducted (p. 67 and p. 6 respectively).

Job Functions and Responsibilities

Emphasis here should be placed on satisfactorily explaining the organization's expectations of the new employee. Silverman (1986) states that employees will want "to see their place in the organization and to understand the importance of their part in accomplishing the goals and objectives of the organization" (p. 20). Keene (1987) adds,

"The recruit needs to know the precise objectivity of training in a specific department and the resulting learning experiences" (p. 124).

Relations with Fellow Employees

Earlier mention was made of the importance of making the new employee feel welcome. To aid in this, J. Phillips (1987) suggests, "The...orientation process communicate the arrival of new [employees] through memos, bulletin boards, or personal introductions" (p. 28). Reinhardt (1988) adds that "[the trainer] should introduce the new employee to co-workers in the work unit, mentioning common interest or projects" (p. 28). By doing this, the new employees can establish bonds between themselves and other employees.

Building rapport with fellow employees can greatly be aided by the tour of the property (or location of other departments and facilities). This aids new employees not only in telling guests where something is located, but also in helping them move about the hotel to satisfactorily complete their job tasks. The importance of the tour is such that Spruell, (1987) recommends it be conducted within the first week (p. 5).

Earlier discussion focused upon the increase in rapport if a top member of the team addresses the orientation group. Likewise, it could further increase the rapport if top members were visited along the route of the tour. When meeting with these people, top management should:

Be sure to tell the person how you wish to be addressed. This may not seem terribly important to you, but to a nervous employee who wants to make a good impression, it can result in some awkward moments (Arthur, 1986, p. 141).

This principle would work equally well with supervisory level personnel. Another aid suggested by Arthur is that:

*If there are to be more than half a dozen introductions, it is a good idea to have a sheet typed up in advance with everyone's name, title, office location or number of telephone extension (p. 141).

Yet another effective part of the tour is to limit the number of participants. Spruell (1987) warns that "if too many people are taken on one tour, the tour guide and staff members speaking along the way will have to shout" (p. 7).

Normally, facility tours are conducted by one person. J. Phillips (1987) offers another approach to tours, one which should continue the rapport initially established by a top team member speaking to the group. He suggests to:

Assign someone from the local area [each department toured] to conduct the tour [of that department]. This may appear to be a burdensome duty for those individuals, but their additional credibility makes an important difference (p. 139).

Arthur (1986) supports this idea and issues this planning action, "Arrangements should be made in advance for representatives of each department to guide the employees through the department, explaining how it operates" (p. 159).

J. Phillips suggests that safety training also be part of the tour. He said, "The guide must point out fire extinguishers, fire escapes, and exit stairways and

discuss evacuation procedures" (p. 7).

Policies, Rules and Regulations

An explanation of policies and regulations would include those which would make the new employee's adaptation easier. Remember, the adult appreciates explanations of why something is or is not done (Silverman, 1986, p. 20).

Another essential ingredient to the orientation content is that the material must be current and correct. Spruell (1987) states, "The person or group ultimately responsible must ensure that the orientation program remains current" (p. 2). There are two benefits to this. First, the employee is shown the importance of being given updated, current, and correct material. Secondly, the employee will be better prepared to answer guests' questions correctly.

Learner Involvement

For transfer of learning to occur, the learner must be involved in the training process. The learner must participate with full mental, environmental and physical attention. An educator or trainer is responsible for adapting and modifying the presentation style to reach the learner. As J. Phillips asserts, it is imperative to "secure the active involvement of the participants and enhance the learning process" (1987, p. 137). Learner involvement is also enhanced by group discussions.

Group discussions, especially small-group

discussions, can be a particularly effective way to enhance an induction or orientation session. People tend to feel freer to talk in small groups. Small-group work is an especially helpful way to overcome the reticence, worry and passivity so common to new employees (Shea's study (cited in Spruell, 1987, p. 7)).

Learner comprehension is another critical factor in achieving learner involvement. Often times, the supervisor feels that because employees have worked in a similar facility, they are familiar with the necessary rules of conduct and health and sanitation procedures. Without having worked alongside the employees, it is difficult to assess what their former supervisors expected and enforced. To prevent talking above the new employee's level of understanding and reducing learning, Arthur (1986) warns, "It is unfair to assume that any employee--regardless of where they [sic] have worked in the past--knows anything regarding the specific policies of a new employer" (p. 158).

With an awareness of the new employee's feelings and expectations, with the commitment of the entire organization to an orientation program, and with recognition of the importance of learner involvement, the orientation program can proceed to its goal. The goal is that "the new employee should leave an introductory session with a positive overview of the work environment" (Arthur, 1986, p. 157).

Orientation Phases

Arthur (1986) said:

A comprehensive orientation program for new employees consists of three different stages:

the new employee's first day of work; a formal organizational orientation program; and a departmental orientation program (p. 139).

Having discussed the first day requirements and the requirements of an organizational orientation program, attention now shifts to the specifics of a departmental orientation program.

Departmental Design

Within the departments, the orientation may be unstructured or structured, but a structured design should be preferred. Under an unstructured design, the new employee within a department would get whatever each trainer thought the new employee should learn. If there is more than one trainer in a department, new employees within that department may not receive the same information.

A structured design provides a checklist or similar method which allows the trainer within each department of the hotel to know what the new employee should be taught and shown. It can include both general hotel information presented by the department and job-specific information. This study focuses only upon general hotel information presented by the department.

Compiling a structured design requires time. Some may ask: "Is it worth it?" "Does research support the use of a structured design?" Keene (1987) found that:

...a redesigned [structured] program...resulted in a 17% decrease in the number of voluntary separations...[and] in addition, the time to reach a desirable level of performance decreased from

six months to five months (p. 128).

What is the reaction of the learners exposed to this program? According to Keene (1987):

They feel they will compete, perform and advance best if they all launch their...careers from a standard base of knowledge. This knowledge is best imparted through a formally structured training program (p. 122).

Keene further reports that the former unstructured program created a dislike for this type of program. In talking about the learners, she states that "... (the recruits) were turned off by a manager's inability to verbalize during interviews exactly what the training program was trying to achieve" (p. 118). Additional findings of the learners revealed that "they felt they were simply filling in department's work gaps, rather than learning" (p. 118).

The cited unstructured program was used to replace a structured one. This decision not only created dissatisfaction among the learners, but also created a decrease in the hiring rate. As Keene (1987) found:

Attracting talent became harder, and the...100% hit rate dropped to one in five. Potential recruits who rejected...stated one reason for declining was other...training programs were better defined (p. 118).

Who Should Train?

Once within the department, the new employee can be trained by either the supervisor or an assigned trainer. Which should it be? The delegation of training is a

disputed issue. Greca (1987) does not "recommend that orientation be delegated to a trainer. This is your chance to communicate your philosophy and overall standards" (p. 88).

Should the department manager opt not to direct new employee orientation, the task can be delegated to either the supervisor or another employee. Day (1988) offers this benefit to the supervisor:

The first line supervisor also gets some valuable first impressions concerning the expected progress of the new employee, how well he or she catches on, whether he or she likely will succeed on the job and perceived training differences (p. 20).

As first impressions are vital to the employee, first impressions are equally vital to the employer.

Regardless of who trains, several qualities should be possessed by the trainer (mentor, coach, counselor, teacher). Lawrie says:

The mentor should like teaching, guiding and training. Evidence of this attitude can be gleaned by looking at what potential mentors do off the job. For example, scoutmasters, church school teachers, Big Brothers and Sisters and Little League coaches are often people motivated to guide and train others (p. 26).

Day (1988) further believes a successful mentor "can tell you a story from their [sic] own career in which a mentor put them on the right track" (p. 26).

Characteristics of a good mentor, as defined by Kleim (1987) are that:

The mentor must have patience...must be able to communicate clearly...should not be condescending...and possess a positive attitude (its infectious) (p. 15).

Once selected, mentors should be taught the skills of an effective trainer. This can be done through a "Train the Trainer" session, the purpose of which, according to Lawrie (1987), is to explain "three formal learning concepts: the power of positive reinforcement, that mentors should expect a learning plateau, and that mentors should not try to teach it all at once" (p. 26).

This meeting can mention that training is not entirely serious; humor does increase retention. A good example of this, as used by a major insurance company, is the film "You'll Soon Get the Hang of It" distributed by Video Arts of Northbrook, Illinois (Stat, 1987, p. 31).

In coaching the new employee, Day (1988) further advises that "a coach basically goes through the following four steps...explanation, demonstration, practice and feedback" (p. 19). In further discussing demonstration, he says, "...unless the new employee gets a chance to try and perform a task, he or she will probably forget what the seasoned employee demonstrated" (p. 19).

Another important characteristic of the facilitator is that of motivation. Wexley (1984) (cited in Schuler et al.) says that the choice of trainers should be based on their ability to teach and their desire to take on responsibility (p. 335).

Evaluation

Is orientation evaluation a vital concern? The McShane

and Baal study (1984) (cited in J. Phillips) revealed that "...more than two-thirds of the firms with formal orientation programs include a follow-up" (p. 142). By doing an immediate follow-up on the orientation program, its content and direction can be measured. Another way of doing this, according to Arthur (1986), is by answering questions as soon as they occur. She stated that "answering questions as soon as they occur is far more preferable than having a formal question and answer period" (p. 152). This immediacy can catch questions which may be forgotten by the time of formal question and answer sessions.

Questions from the new employee are something which should not be overlooked and remain unanswered. The importance of answering these questions is further addressed by T. Phillips (1982) when he says, "Before the new employee leaves for the day, he should meet with the supervisor to discuss what he has learned and any questions resulting from that" (p. 36). He further mentions that once off duty, the new employee can think of other questions. The importance of addressing these questions is emphasized by his saying, "The supervisor should allow time at the beginning of the next shift for questions prior to starting the day's activities" (p. 36).

Not only are questions vital to the employee, but questions also provide supervisor and management with a current evaluation feedback of how the orientation system is being perceived. Another method is to get comments from

supervisors who participated (Spruell, 1987, p. 9).

This follow up orientation evaluation offers several advantages, according to J. Phillips (1987).

First, it gives the organization an opportunity to fill in gaps of information missed in the orientation process. Second, it gives participants the opportunity to ask questions and clarify their interpretations of policies, procedures, benefits and other items covered during the orientation. Third, it provides the organization an opportunity to gauge the attitude and reaction of the new [employees] after they have had a brief tenure with the organization. Fourth, it gives the new [employees] an opportunity to air their concerns about the organization or discuss problems they have encountered (p. 141).

In dealing with the third point (gauge the attitude and reaction of new employees), Keene (1987) has issued a warning. She said:

[Management] realized that outgoing and amicable recruits tended to be rated higher than the quieter, more introspective ones [yet the introspective ones made greater contributions] (p. 118).

Evaluation does not end with the last orientation program. Effective evaluation is ongoing; it should not end. Supervisors have responsibility for this. Supervisors "can keep up their employee adaptation efforts for many months to come" (Spruell, 1987, p. 1). Those entrusted with orientation responsibility should also evaluate the program. The importance of this is stressed by J. Phillips (1987) when he says, "It is important to periodically review the orientation process to see if it meets the need of the organization" (p. 129).

One way to do this is to review the process with new employees after a period of several weeks of employment. Spruell (1987) recommends visiting with former new employees to discover what problems they have encountered (p. 7). Additionally, the employee can be asked if the orientation program adequately prepared him for his position or task (p. 9).

Another source of orientation feedback is the current employees. As mentioned earlier employees remember the first day of work for some time. Consequently, the thoughts of those who have been employed for some time can be sought to discover further ideas of how orientation can be more positive (Spruell, 1987, p. 3).

Summary

The organization that (a) recognizes the natural fears of the new employee, (b) demonstrates total organizational commitment, (c) presents an effective format, (d) seeks learner involvement, (e) develops comprehensible and complementary phases, (f) institutes effective learning methods, (g) trains the trainers and (h) continually evaluates the program can be assured of an effective and respected orientation program.

CHAPTER III

METHODOLOGY

The purpose of this chapter is to explain the development of a guide for general hotel information. This is information which is presented through new employee training in the hiring department. The opinions of both management and new employee samples at the Sheraton Kensington Hotel in Tulsa, Oklahoma were used to develop the guide. The study ran from September 12 to November 10, 1988.

Population

Two distinct populations were used for this study. The first was department heads of the Sheraton Kensington Hotel. Specific positions were: chief engineer, executive housekeeper, laundry manager, food and beverage controller, executive chef, executive steward, restaurant manager, lounge manager, banquet manager, front office manager, assistant front office manager, reservation manager, PBX manager, and director of security.

The second population was a selection of new employees. The criterion of selection was a range of time of employment from two to eight weeks. In addition to departmental

orientation, the personnel department conducts an all day session once every two weeks, which all employees must attend. Since employee reactions to this session are part of the study, a two-week minimum was selected. This means that all employees within the population had completed the personnel department orientation session. The eight-week maximum was selected because at the end of 60 days the new employee normally becomes a regular employee and loses the title of new employee.

The population of 19 new employees represented 11 departments, some of which were under the same department head. For example, front office and PBX are both under the front office manager.

Development of the Interview Schedule

The first round of interviews was conducted with the managers. The actual interviews, after introductory explanations, focused upon current departmental orientation training practices within the respective departments.

The second round of interviewing was with the new employee population. The employees were questioned regarding the orientation process they experienced. This interview also contained introductory explanatory remarks about the study.

One of the best ways to obtain someone's feelings is through interviews. Through interviews, the feelings of managers (the administrators of the department orientation

programs) and new employees (the recipients of department orientation efforts) are better known and understood. Interviews also provide the benefit of offering the participant a pride of ownership.

To seek the thoughts of both samples, a structured face-to-face interview was selected. Zemke & Kramlinger (1987) state these features of the face-to-face interview:

...the interviewee is in a unique position and privy to information we can only obtain from him or her...the interview is positioned as a formal, fact-finding affair; it is scheduled, planned, has rules of conduct, and a defined focus...the results are formally analyzed in some fashion (p. 100).

Of the interview types, face-to-face, focus groups, and telephone, face-to-face was selected despite its drawbacks for this research. The drawbacks include: a large time commitment; the interviewee's apprehension if intent is not clearly explained; possible digression in the interview, which could cause some unanswered questions; and possible interviewer bias (Zemke, R. & Kramlinger, T., 1987, p. 114-115).

Face-to-face was selected because individual comment was desired, whereas a focus group can permit interviewees to be dominated by other participants. By establishing congeniality at the beginning of the interview, information can be obtained in a shorter time. The format allows the interview to continue if fruitful information is being gathered. Additionally, the structured format of these interviews allows for comparison of similar answers. An

informal approach could not show trends among different answers as well (Zemke, R. & Kramlinger, T., 1987, p. 115).

The management interview was constructed from a review of literature and records to date and from prior discussions with the sponsor during the initial phases of the project.

The employee interview was composed from reviews of literature, exit interviews of 1988 year to date, management surveys, and the existing departmental attitude survey form. Upon draft form, it was presented to the sponsor for review. Discussion and appropriate editing resulted in the final form. To seek the actual feelings of new employees, several direct questions were used in this interview. While direct questions were used to measure reaction to critical concerns, those questions may have produced unreliable responses.

Questions were posed to seek new employee feelings regarding first impression, department training, personnel orientation session, and acceptance. As suggested by Zemke and Kramlinger (1987), the interview concluded with an open-ended question (p. 102).

Time for the interview fluctuated. The time allotment by the supervisor was the primary selector of time. The format of the structured interview guided the interview schedule.

Upon completion of both populations' interviews, a draft of the intended orientation guide was prepared. After review by the sponsor, changes in the format were done. The

revised draft was submitted to all interview participants for critique.

Analysis of Data

Each interview's response was viewed twice. First, each question of a specific population's response was viewed. This was done by listing all responses to a specific question on a separate paper. These were then reviewed for repeated responses. Next, any different questions sharing a common theme had the theme noted.

The new employee population was analyzed in the same fashion. Questions were analyzed separately and then collectively.

Upon completion of the initial round of two interview sets, the gathered information was formulated into a structured list. Upon compilation, the list was reviewed by the sponsor or SME. Following this, the draft guide, along with appropriate cover letters, were distributed to both management and employee participants for comments, clarification, and suggestions. The incorporation of these comments produced the final guide. With additional updates provided to accompany the guide, a complete orientation manual was created.

In reviewing the employee population responses, presentation will be in pie chart form. The data were tabulated by entering them into a Lotus 1-2-3 program on an ITT XTRA/286 ATW computer. Additional spreadsheet text

information within the report was created using the same criteria. Graphics were carried out with a Printmaster program and were reduced to fit the margins of the report.

CHAPTER IV

FINDINGS

Management Interviews

Management interviews were for information gathering purposes. The 100% response rate provided data for creating the employee questionnaire and making revisions in the orientation program.

Employee Interview Response Rate

Of the initial population of 19 employees, 15 were permitted to be interviewed. This was a response rate of 78.9%. These employees, at the time of population selection, met the criteria of being employed no less than two weeks and no more than eight weeks. The lack of complete participation may have resulted from the design of the instrument. Direct questions such as "Is your supervisor fair?," may have influenced the supervisor to not want this question answered. Another reason may be that all non-participants belonged to one department, which had a quantitative work goal. Time may have not been available for interviews.

Employee Opinions

A majority of the population, 93.3%, said no improvement in their treatments was necessary during their first visit as an applicant (Figure 1). The contrasting views indicated that applicant status should be made known after the initial interview process. Another employee explained that the division head sought applications from friends of this employee. When the notation was made on the friend's application of referral by the employee, the division head never talked with the applicant.

Their present job was regarded as pleasing by 100% of the respondents (Figure 2). It was what had been explained to them. The job was what it had been expected to be.

A large percentage, 93.3% felt that everything the employee felt necessary to know had been told to them (Figure 3). An opposing view indicated a required task had never been shown until time for the review and a discussion of the task. (An allowance was made on the rating form due to a recent departmental management change just prior to the review). Minority statements included pager guidelines should be established before I am criticized for paging someone in error, an engineer should demonstrate the emergency functions and keys of the elevator, the concern that when three employees demonstrate different procedures for completing the same task, it must be clear which procedure is acceptable to my supervisor and hands-on register training would be better than merely reading from a

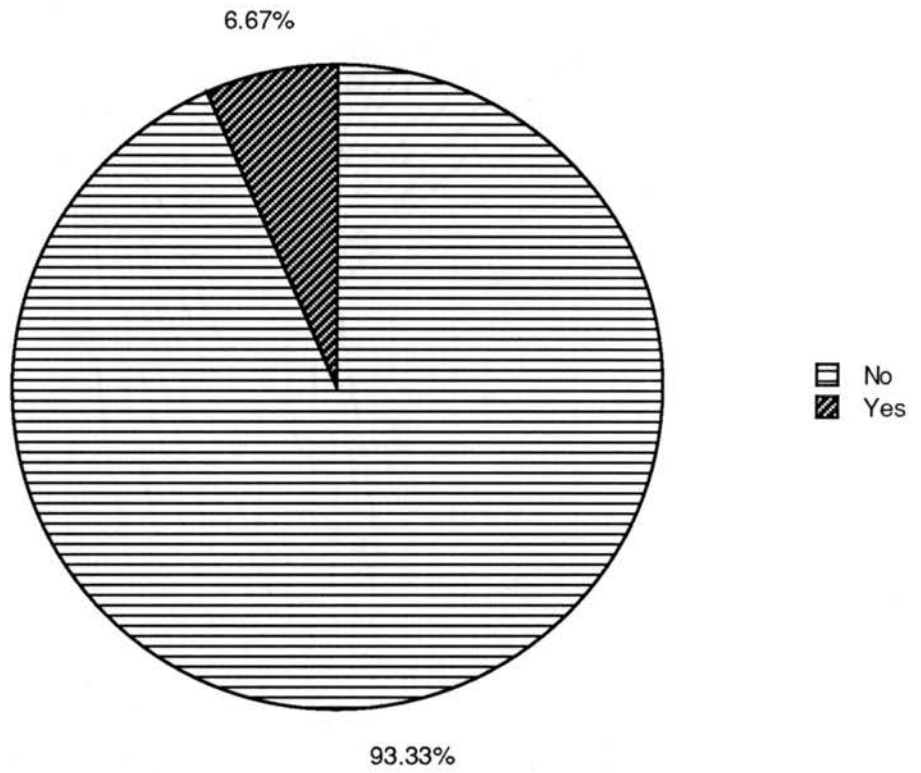


Figure 1. Could the first visit have been improved?

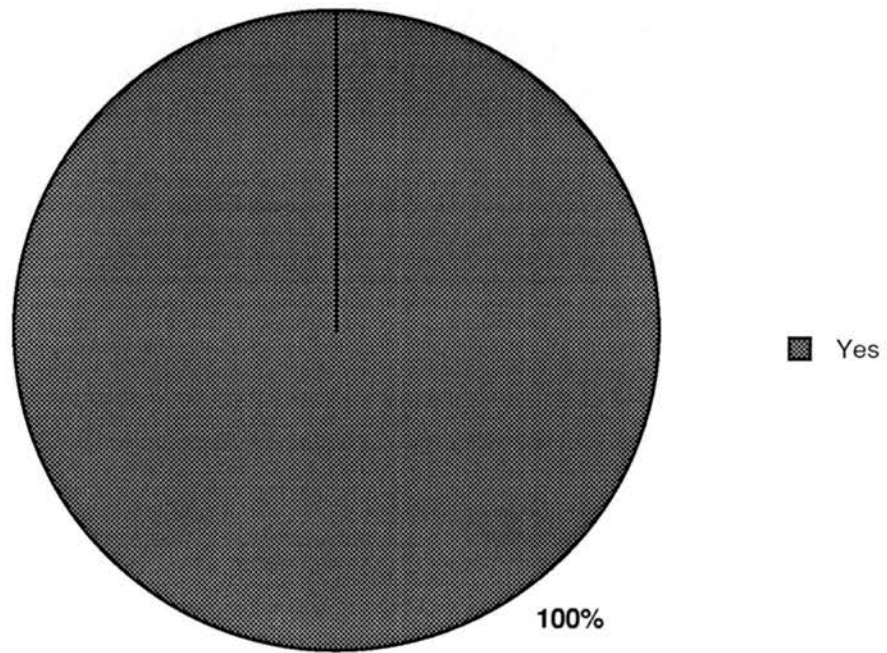


Figure 2. Is your job satisfactory?

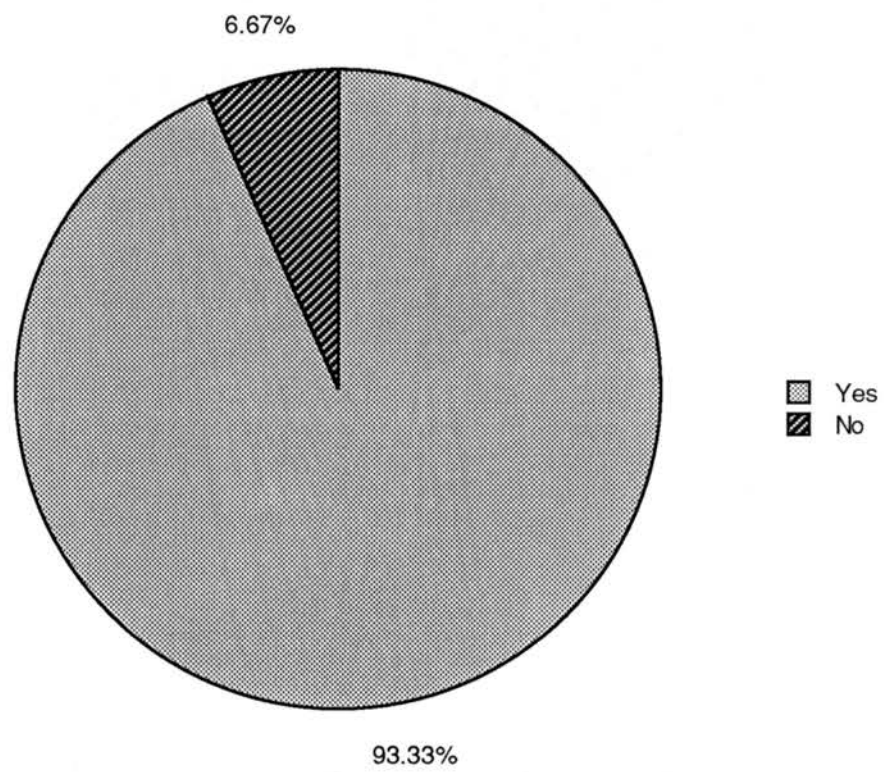


Figure 3. Have you been told everything you think you should know?

book.

Participation was the item enjoyed most by 33.3% of personnel orientation session participants (Figure 4). The films and Sheraton Squares were each equally enjoyed by 16.7%. Other likes, the speakers from other departments, the hotel tour and general information were enjoyed equally by 8.3% of the respondents.

The most disliked item of the same orientation session was the explanation of the Sheraton Guest Satisfaction System (SGSS) (Figure 5). The 23.1% expressing this view said this lengthened the session or made it redundant because the same point was mentioned via flip chart, verbally, and in film. The figure shows that the next-most-disliked item by 15.4% was the films, which were either considered corny or less satisfactory than live presentations. The remaining dislikes were equal in weight or 7.7% each. Included were a chatty seatmate, who distracted the other employee; the tour, which was redundant because it had been done in the department; failure to mention employee of the month (EOM) (goal of the respondent); failure to allow for work schedules; length of the session, and speakers not using the same level of participation.

The employee will usually attend a departmental orientation before attending the personnel orientation session. Respondents suggested that parts of the personnel session be included in the departmental session, which

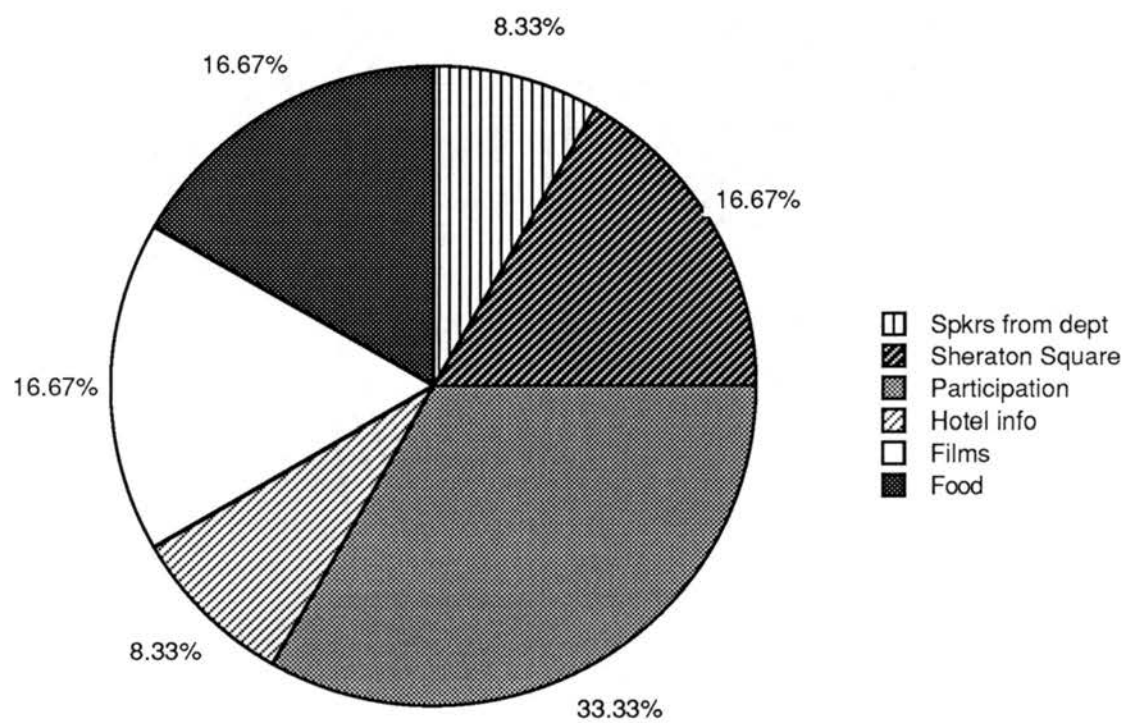


Figure 4. What was liked about the personnel orientation session?

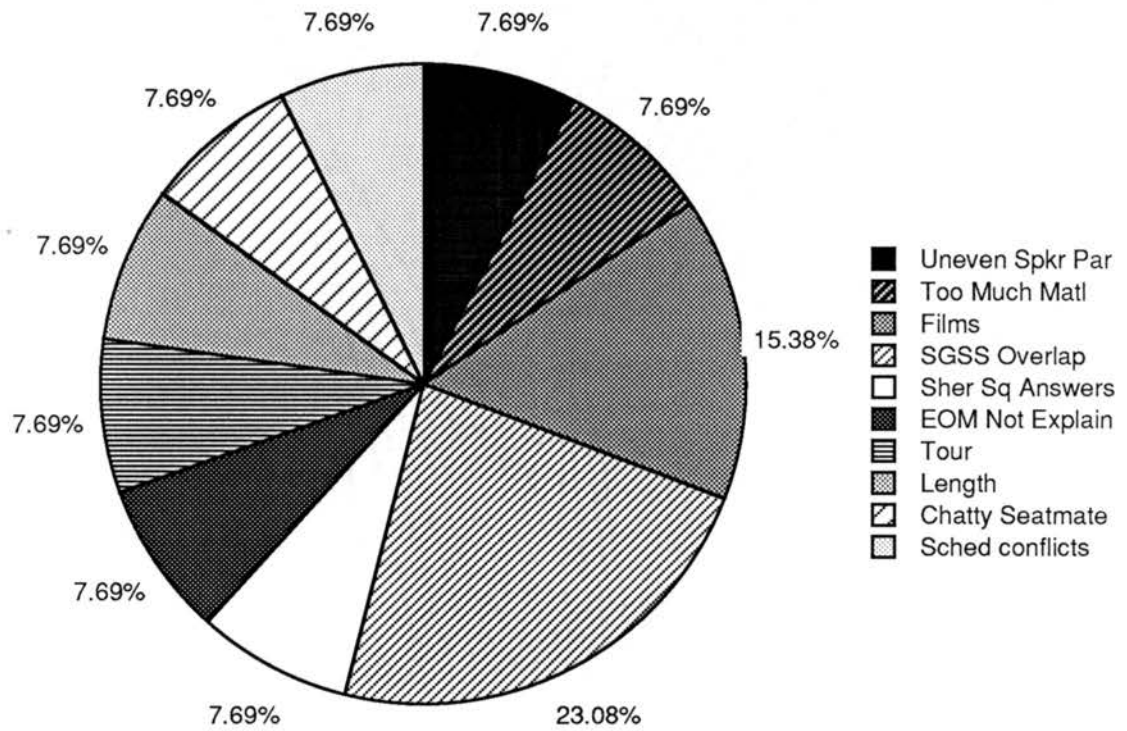


Figure 5. What didn't you like about the personnel orientation session?

occurs first. Figure 6 shows that (50.0%) wanted the hotel tour included, 16.7% each wanted information about Tulsa and general hotel information and 8.3% each felt restaurant hours and frequently asked questions should have been included.

Is the handbook read? Sixty percent of the respondents indicated they had read all or part of it (Figure 7). Those who did not read it represented 26.7%, and the remaining 13.3% had no comment. Suggestions on how to get more people to read it included: mentioning it in greater detail at the orientation session, telling people it should be read, asking questions from it at SGSS meetings, and have a quiz with a movie ticket as a prize.

The new employee is provided with several information stages, which include interview, department orientation, and personnel orientation. Figure 8 shows that 80.0% of the respondents felt that no more information was needed in these sessions. The remaining responses, 6.7% each asked that three different types of information be included: the switch in the cafe menu, insurance coverage information, and fire alarm reaction from various positions within the same department.

Respondents agreed unanimously (100%) that the work load was fair (Figure 9).

The fairness of the supervisor was accepted by 80.0% (Figure 10). The qualifiers felt this was the case either as long as the department reached full staffing or work

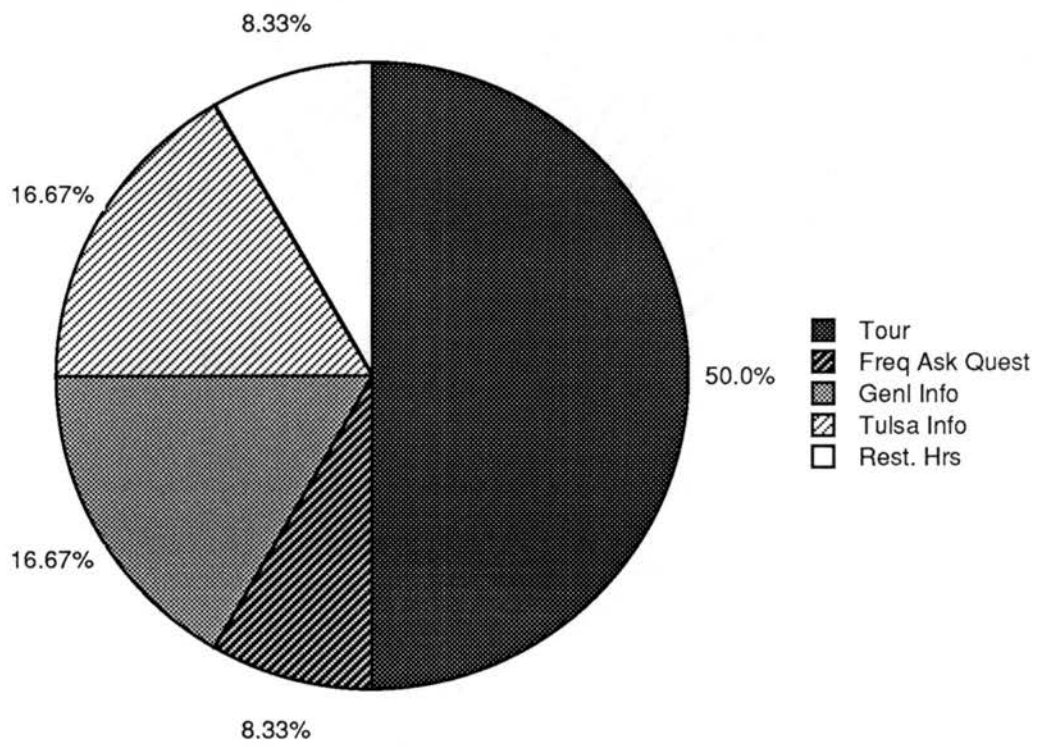


Figure 6. What else should have been included in your department orientation?

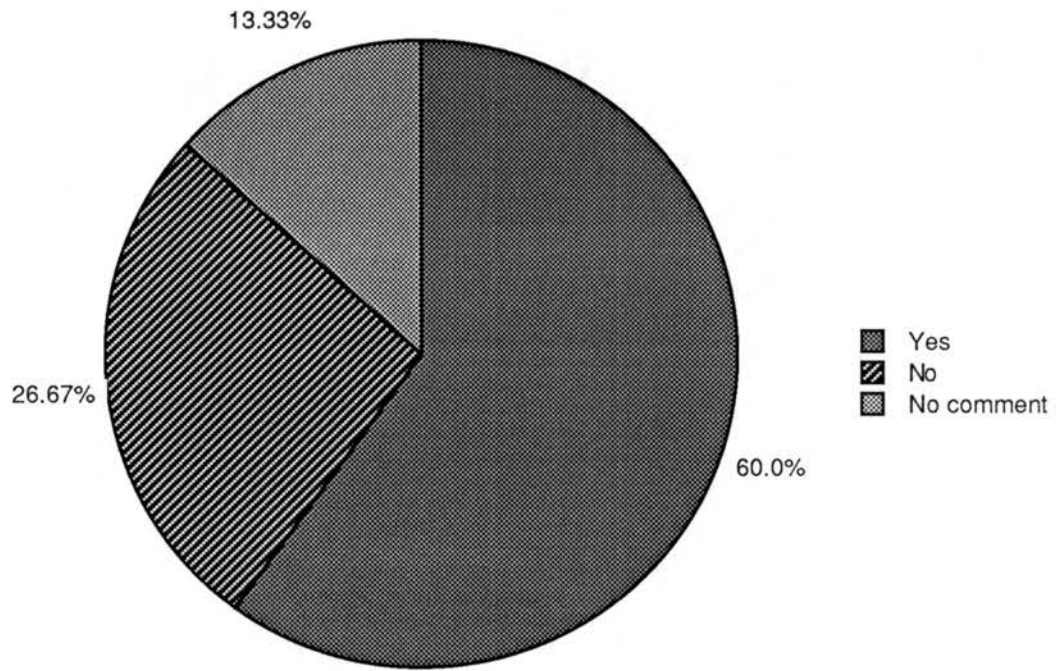


Figure 7. Have you read your handbook?

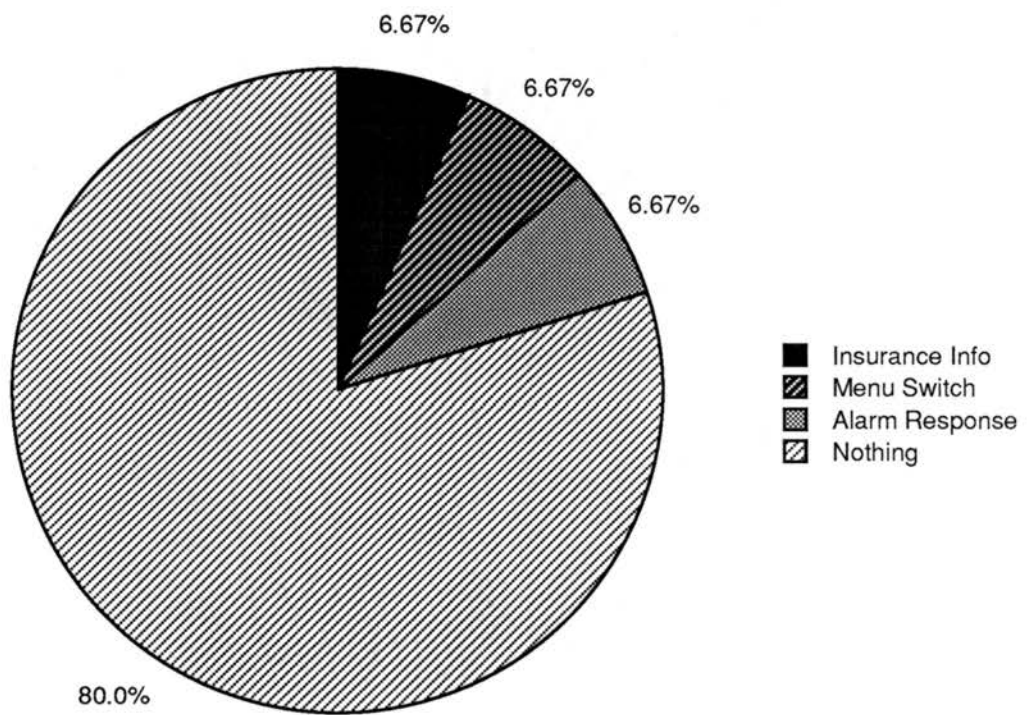


Figure 8. What else should you have been told?

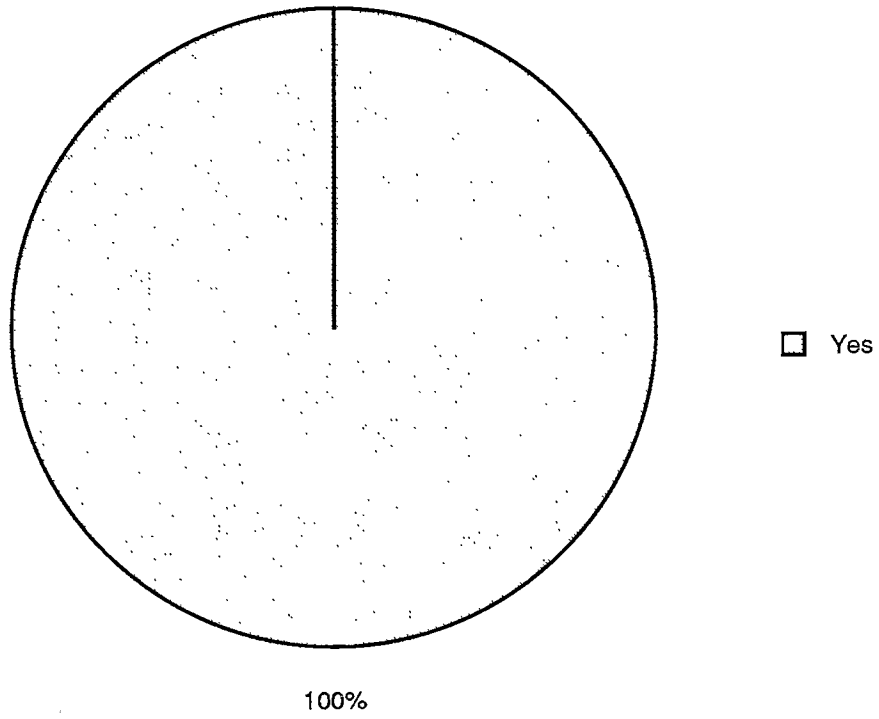


Figure 9. Is your work load fair?

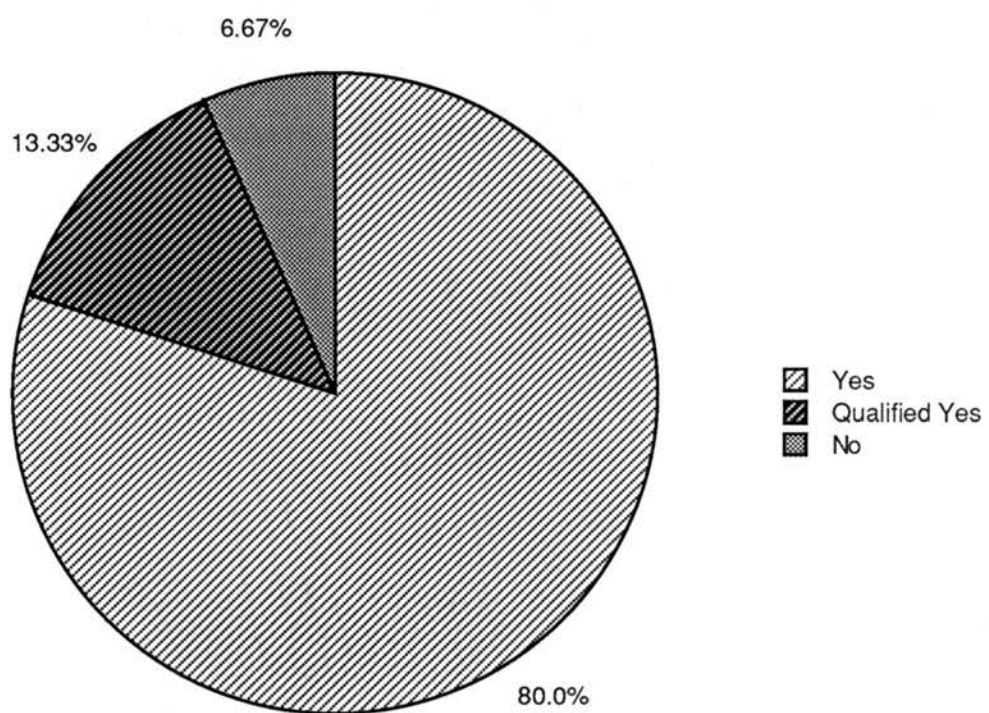


Figure 10. Is your supervisor fair?

schedules were fairer. The dissenter felt that the supervisor working an actual duty position prevented assisting the employee when necessary.

In reviewing concerns expressed about fire alarm training, Figure 11 shows that 33.3% felt that the alarms are usually false (sometimes communicated to the guest); another 33.3% expressed desire for more hands-on response training (manual reading does present the anxiety accompanying an alarm); and the remaining 33.3% believed that no instruction was received in fire alarm procedures. In considering the anxiety of fire alarm response, one employee believed that termination of employment could be a result of acting incorrectly; therefore this employee wanted to be provided "with a level of comfort in responding to the alarm when it actually rings."

How does the employee know he has done a good job? Figure 12, which shows the multitude of responses, illustrates the greatest number (38.5%) indicated self-satisfaction as the greatest measure. Included in this was sales and tips. Following next at 26.9% was supervisor recognition. Employee recognition ranked third at 19.2%, followed by guest recognition at 7.7%. The remaining two areas, 3.8% each, were supervisor complaints ceasing and absence of errors in the log book.

After completing orientation, 86.7% said they felt a part of the company (Figure 13). One respondent indicated displeasure with the supervisor's recent inability to

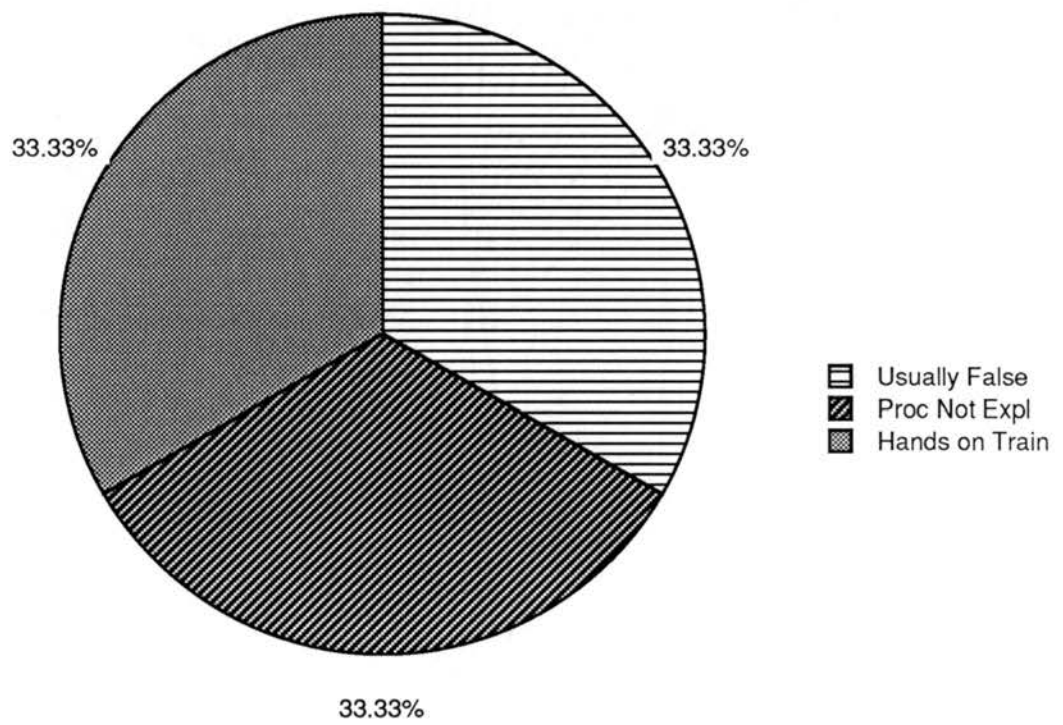


Figure 11. Fire alarm concerns

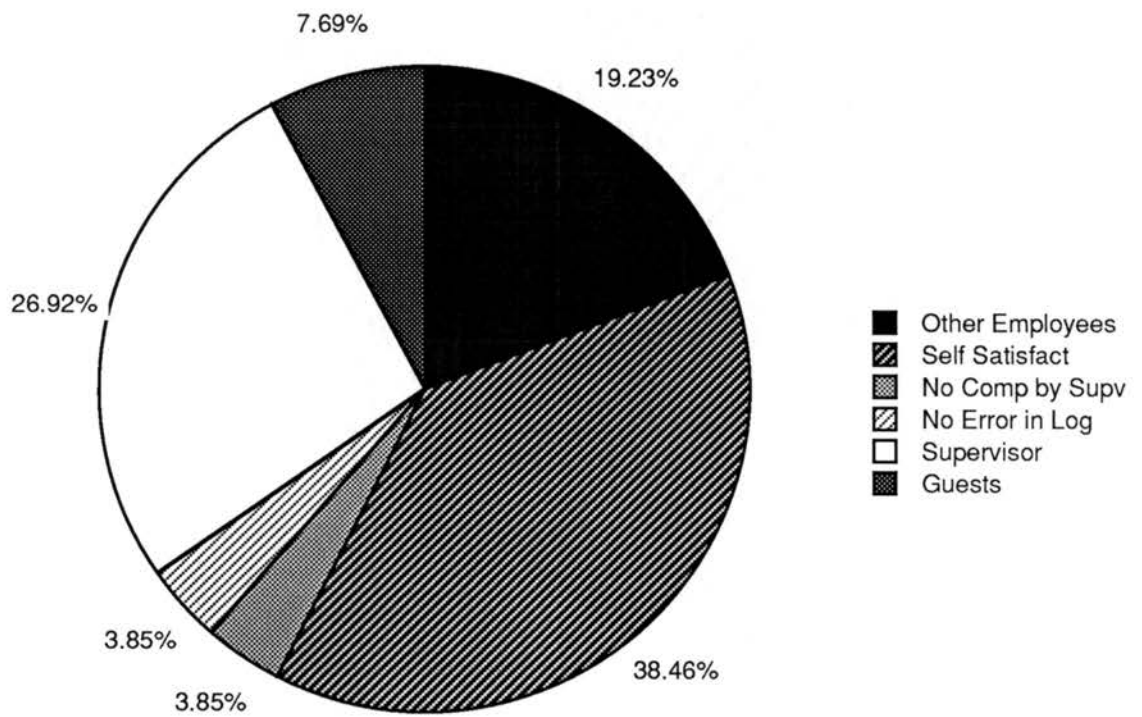


Figure 12. How do you know you have done a good job?

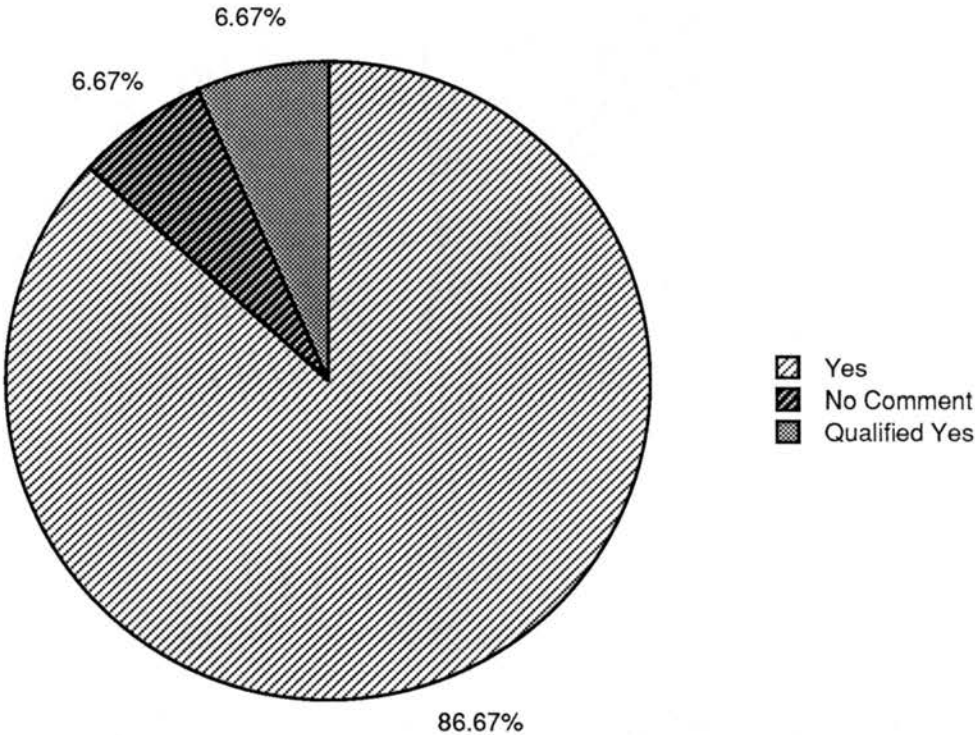


Figure 13. Do you feel a part of the company?

provide assistance.

Departmental Orientation Design Critique

From reviewing the information gathered from both management and employee interviews, a design for departmental orientation was drafted. The draft orientation guide is intended for use by departmental trainers of all new employees.

To ensure that all information was gathered from the interviews, the design was forwarded to all participants (or SME's) for comments.

The response rate was not as high as expected. Management provided a 47.1% reply rate (Figure 14). Employees, whom the guide would benefit, only provided a 16.0% return (Figure 15). Management outdid employees with a return rate 2.8 times greater than employees.

The combined management and employee replies represent a 31.4% response rate (Figure 16). Thank you notes to the on time responders with a list of non responders for the responders to contact regarding completion failed to generate additional replies.

Population Validity

The employee population also presented some concern. Of its original members, 15.8% were terminated; they were no longer in the employment of Sheraton Kensington (Figure 17). There was concern that this high turnover rate might

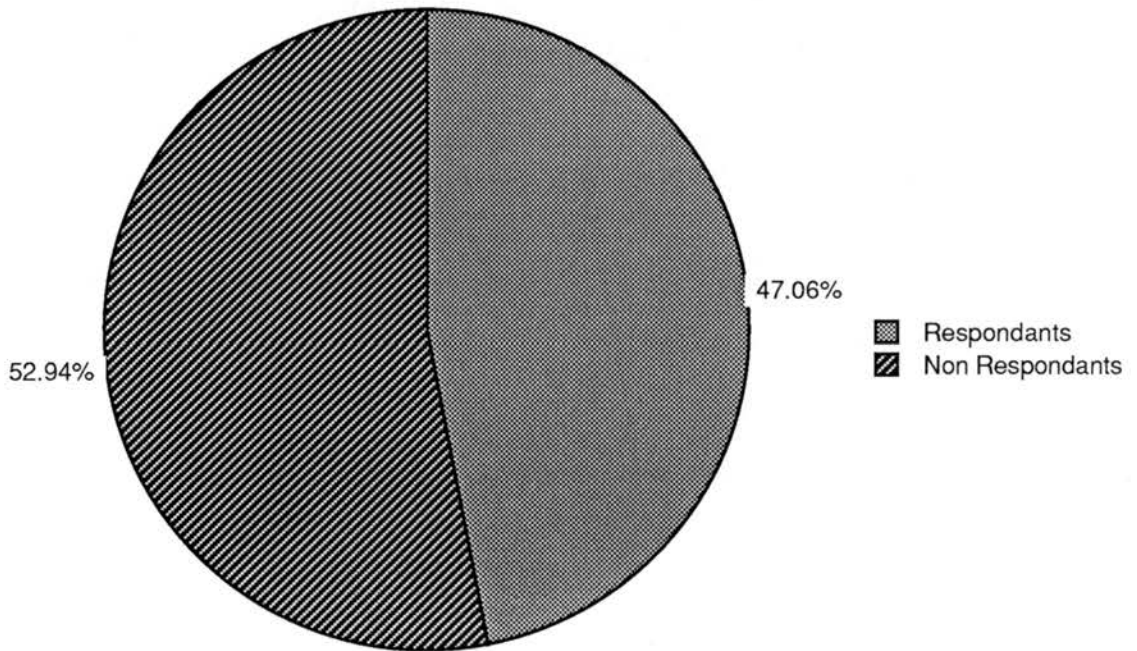


Figure 14. Management response to orientation draft critique

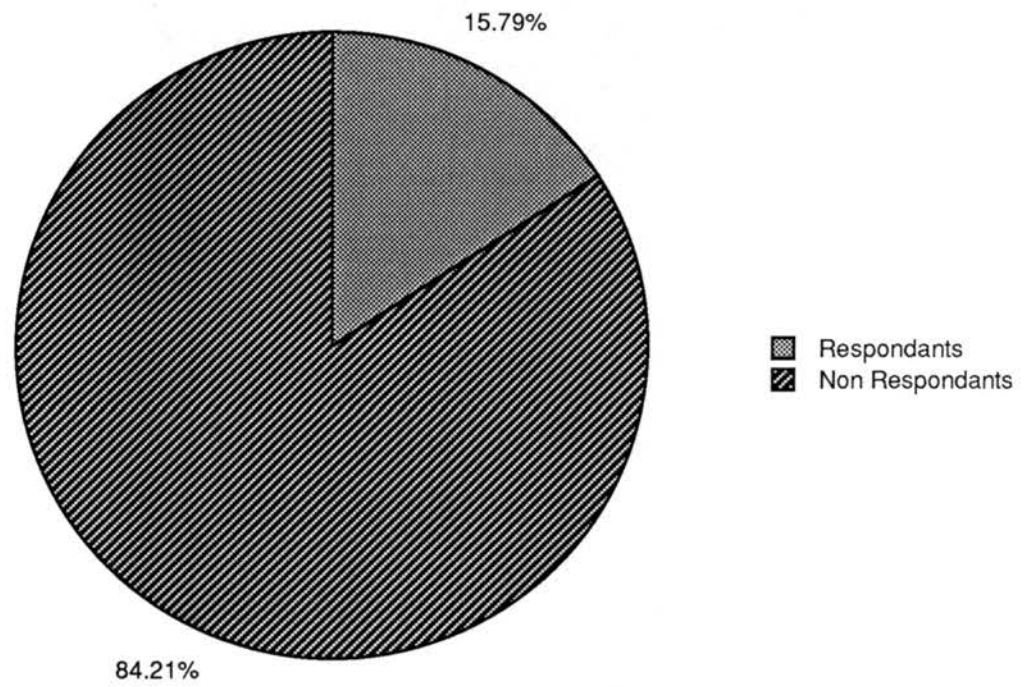


Figure 15. Employee population response to orientation critique

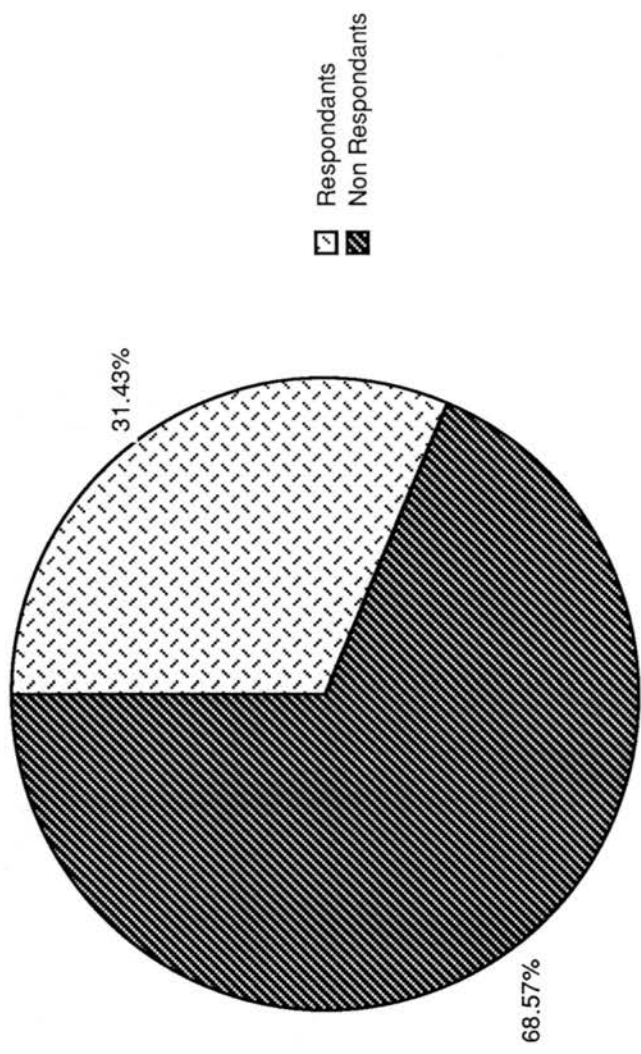


Figure 16. Total management & employee response to orientation critique

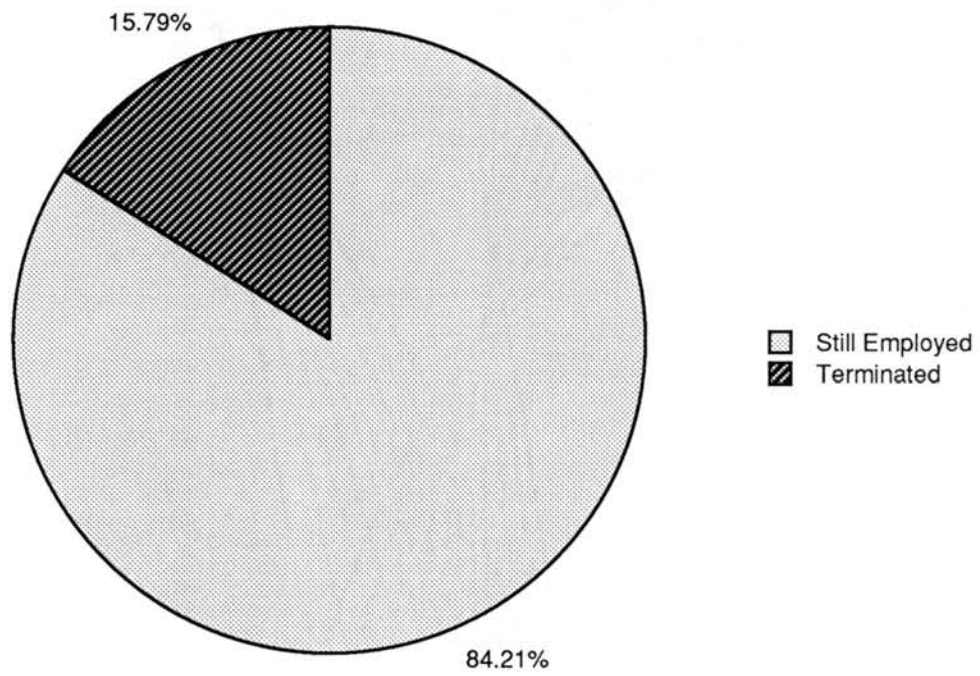


Figure 17. Status of employee population at end of study

indicate the population did not represent the entire staff.

To further study this concern, the 60-day evaluation forms of applicable population employees were reviewed. These evaluation scores are shown in Figure 18. Since not all population employees had been evaluated, a selected sampling had to be used for comparison of evaluation scores.

The average score of 3.22 (slightly above the level of average task knowledge) shows that this population was not below average in learning.

The average tenure of the terminated employee population members was 6.7 weeks. The average tenure of employees hired and terminated during 1988 (up to October 28) was 8.9 weeks. Average tenure of all 1988 terminated employees was 88.8 weeks. Since the composite evaluation scores were above average, the 24.7% lower tenure was not felt to indicate further analysis was necessary.

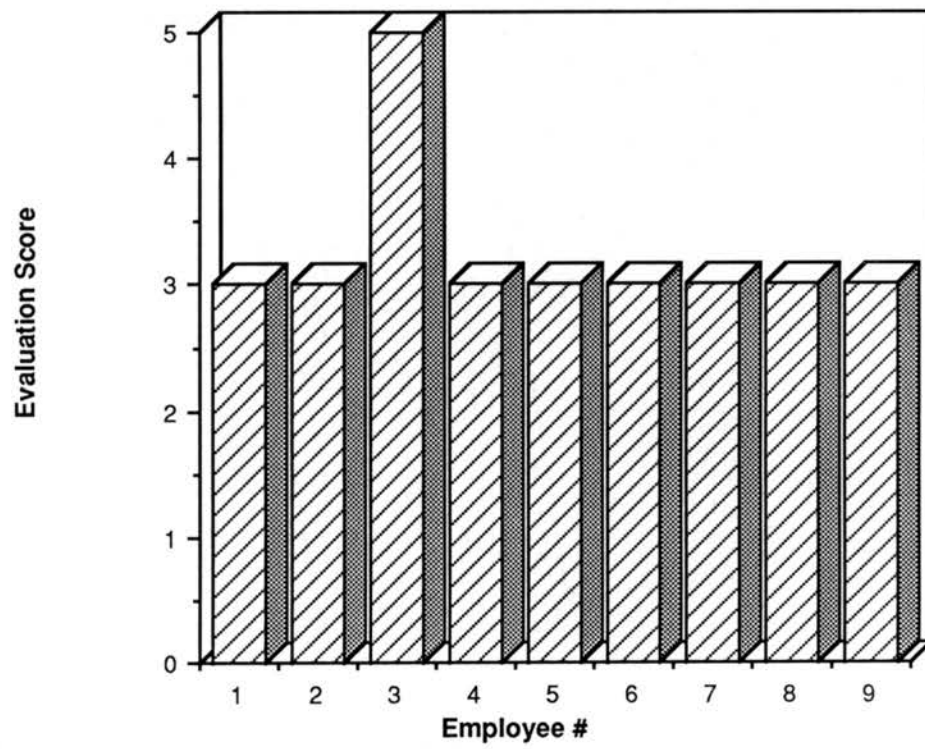


Figure 18. 60 day evaluation scores of employee population

CHAPTER V

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

Summary

The current new employee orientation programs within the Sheraton Kensington Hotel departments lack uniformity. A new employee of one department is not given the same general hotel information as an employee of another department.

The objective of this study was to design a structured guide for use in new employee orientation within the operating departments.

In order to obtain further knowledge, the prevailing thoughts of both industry specific and general sources were examined. This review of literature sought to determine current orientation practices and to examine views of new employees exposed to company orientation efforts. This review supplemented the views of current management and new employee populations of the Sheraton Kensington.

To obtain the information needed for the guide, a series of face-to-face interviews was conducted. The first series was with departmental heads. These interviews were conducted to determine current departmental orientation practices. Following analysis of these answers, an

instrument was created for use in interviewing the population of new employees. The employee population represented an employment period of between two and eight weeks with the Sheraton Kensington.

After reviewing both surveys, a draft (including extracted information from the surveys) of the orientation guide was prepared for distribution. It was distributed to all survey participants for their critique. In turn, a final guide was created.

Conclusions

Conclusions of this research, as indicated by the new employee population, are as follows:

1. Other than a time card, the new employee receives no company-provided orientation material on his first day of employment.
2. The participants felt they were welcomed courteously and were provided the basic information they needed to perform their job. Additional, updated or revised information could benefit both the employee and the guest.
3. The personnel department orientation session has some weaknesses.
4. Current fire alarm response training leaves doubt and uncertainty among new employees.
5. Some departments lack the practice of notifying employees confidentially of their errors.

Recommendations for Practice

Recommendations are those considerations that can improve the orientation of new employees at the Sheraton Kensington Hotel. They should also be adaptable to other hotels with similar existing orientation efforts.

First Day Orientation Material

The new employee should receive a packet of materials on the first day which could be used to supplement the orientation by the department. Included in the packet could be graphic materials of welcome, a copy of the department orientation guide (to let the employee know the department expectations), a copy of the 60-day evaluation form showing the job areas expected to be known, Sheraton's expectation of the trainers, current copy of "Kensington Players" (the employee newsletter), and miscellaneous information. This sample packet minus the orientation guide shown in is Appendix B.

New Employee Orientation Guide

To prevent confusion among new employees, a structured orientation guide should be implemented. Current departmental orientation efforts present diverse content to the new employee, a person upon whom it is essential to create a first and lasting impression. The suggested format is shown in Appendix C.

Tulsa Orientation

Employees need to be familiar with both the immediate area and the city as a whole to reply properly to guest questions. Many because they are students from the nearby college or transient employees may not have this familiarity. It is essential to acquaint employees (especially those in guest-contact positions) with information about Tulsa and the surrounding area. The quickest, best and most inexpensive way is the Chamber of Commerce film entitled "Green Country Tour". This approximately 17-minute film can be copied by the Chamber for a cost of \$30.00 and then used in Sheraton Kensington orientation programs. Another alternative is the Chamber tour, which is being developed for guest service employees of Tulsa.

Sheraton Fact Sheet

The provided 1985 issue of this fact sheet should be replaced with one which is current. As mentioned in the literature, orientation programs need to provide current information.

Sheraton Squares Answers

These answers should be monitored to indicate correct answers to the employee participants of the game, thus providing the employee with updated information. An observation of this activity revealed that the hours of the

City of Faith pharmacy were incorrectly stated, that the number of hotel rooms differed in different publications, and that postage stamps were not available where specified.

Sheraton "Yellow Pages" of Shopping

The existing shopping guide should be revised. With categories of dining, recreation, shopping inside or outside the Galleria and convenience stores, customer needs can not easily be anticipated. Organizing it by store type, then alphabetically with a phone number provides greater employee ease in using the directory. By putting the shopping form on a spreadsheet, updating and revising is easier. By including the telephone number on the list, guest needs are anticipated and additional telephone revenue can be obtained. A sample of the Sheraton "Yellow Pages" of Shopping update is in Appendix D.

Frequently Asked Questions

The current form should be updated. The updated form can state the airline ticket counter closing for lunch, the new gift shop operator's name, a source for after-hours secretarial service, correct lounge hours, correct health club hours, correct laundry service schedule, and provide clarification of what valet service is available twenty-four hours. Appendix E contains the updated version of this aid.

Hotel Tour Changes

The hotel tour should be part of the departmental orientation, rather than the personnel department orientation session. As stated in the literature, the tour should take place within the first week. While the tour is included in the proposed orientation guide, there is concern it will still not be done by the departments. Since the tour's importance to the employee is recognized, means other than the time during the personnel orientation session should be considered. One alternative is to have the Assistant Personnel Director conduct personal tours on an as-needed basis.

The tour should have an outline to follow, allowing all employees to see the same areas. An additional benefit of the tours would be to provide departmental representative explanations to tour members.

For guest-contact positions, two additional tours are suggested. One would be a hotel tour looking through the eyes of the guest, and a second tour would be a walking tour of the Galleria shopping area. By being more aware of the various stores and items available, the employees would be more likely to refer guests to the Galleria for shopping.

Jargon List

The current four jargon lists in the handbook should be combined into one. This allows easier location of the term by the employee. Its arrangement in spreadsheet form allows

for easy editing and sorting either into department of usage or by the terms themselves. This combined list is in Appendix F.

Midpoint Evaluation

If new employees are evaluated midway through their orientation period, errors in the orientation process can be detected sooner. Waiting for the probationary evaluation at 60 days can prolong an earlier created error. Appendix G contains the suggested form.

Evaluation Instrument

While evaluation plays a key role in the human resources administration of the Sheraton Kensington, there is not a form for evaluation of the personnel department orientation session. As different orientation sessions have been discussed by the presenters, the attendees range from being interested to being bored. As discovered by research, the most amicable attendees are not always the best. Therefore, an instrument to measure and continue effective evaluation efforts is suggested. The proposed form is shown in Appendix H.

Fire Alarm Training

Fire alarm response training needs to instill more confidence in the new employee. Fighting a fire can be a challenging task to a fireman, especially if he has never

done it before. However, his task is aided by a fire tower and other actual drills which portray an actual fire. Responding to a fire alarm at the Sheraton does not offer the same level of assurance to the new employee.

Although there are adequate manuals and verbal instruction offered, several new employees feel uneasy about responding in a timely and effective manner. If practice through hands-on training, a preference of many adults, could be implemented, the anxiety of response could be diminished. But this area of training is not currently addressed. No training support materials could be obtained from either the American Hotel and Motel Association or the National Fire Protection Association. Employees also need to recognize the significance of the alarm and not tell guests the alarms are usually false. This attitude can overlook an actual fire. Some employees are not shown either their response duties or exit routes in case of fire. Correcting this will provide greater comfort during fire alarms.

Employee Confidentiality

To provide the employee with the respect of their errors being corrected in private, errors should not be recorded in a departmental log book where all employees can read of the error. It is suggested the log book contain an entry for the employee to contact the supervisor to discuss an important point.

Recommendations for Further Study

The researcher strongly recommends further study regarding the orientation of new employees into hotel employment. The employees' comprehensive orientation will provide greater stability in an industry where quality service is essential to guest satisfaction.

Humor in Training

Humor, as reported in the review of literature, improves retention. With the implementation of the orientation guide, the "Train the Trainer" session may benefit from the use of a specific film, "You'll Soon Get the Hang of It" is suggested. Further information is available in Appendix J.

Study of Other Hotels

With the importance of reduction in turnover, this study should be conducted among other hotels. By analyzing the results, a more comprehensive orientation program could be developed.

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APPENDIX A

ORIENTATION CRITIQUE

GENERAL ORIENTATION OBSERVATIONS

for September 12, 1988

"At Sheraton, little things mean a lot", and these little things created a successful meeting:

- * Several principles of adult education were utilized and included:
 - a. The environment was physically and psychologically comfortable. The room arrangement of a u-shape table and the provision of typical guest service items for nourishment provided a good atmosphere.
 - b. Active learner participation is essential. The beginning safety section with roundtable recitation of handbook procedures provided learner involvement. This was aided by the facilitator's explanation of these points. Other exercises involving learner participation included "Words We Choose" and "Sheraton Squares".
 - c. Maintaining one's self esteem is a strong motivator for engaging in learning experiences. The recognition of good questions and answers by the facilitators provided this.
- * The use of different hotel personnel to present various parts of the program aided the employees in feeling part of the group.
- * Coffee break items throughout the day showed the hotel cared for its employees.
- * The SGSS videos, especially the Eger/Biscuit review, is commendable and relates to employees on a familiar level.
- * The orientation packet was very inclusive.
- * Ms. Falen was well organized.
- * The specific property handbook, rather than one for all Sheratons, aided the employee in feeling part of this specific hotel.

"At Sheraton, little things mean a lot", and these little things could have created a better meeting:

- * The fact sheet showing all Sheraton properties needs updating. A sheet dated April 1985 is outdated.
- * Line 4 on the bottom of SKH-PER-5 states: "...your employment."
- * The "Welcome to Sheraton" film presents a broad overview. A film containing more specific information about this property would aid the employee in establishing a greater identity with the property.
- * The rote reading of house rules does not provide any explanation to the learner.
- * During the tour, the guide should stand in the middle of

group.

- * Shyla's unconscious repetition of "OK" after a statement presents a sense of uncertainty to the audience.
- * Greater agreement is needed between "Sheraton Squares" answers and information presented in the handbook and elsewhere.
- * Each of the different presenters should be familiar with the outline of the program. Three different presenters in this session inquired if we had been told about Kudos, yet none fully explained the program.

APPENDIX B

SUGGESTED NEW EMPLOYEE
"FIRST DAY" PACKET AND
RELATED MATERIALS

RESPONSIBILITIES

>>> Prior to the new employee's arrival:

Department Head

1. Ensure the creation of or updating of the employee's job description.
2. Work with trainers within the department to establish a realistic training schedule, one that is led by both learner interest and trainer desires.
3. Review and update any departmental training materials. Make sure that information is current and correct.
4. Plan schedule of new employee to allow attendance of general orientation within his or her first two weeks.

>>> Upon the new employee's arrival:

Personnel

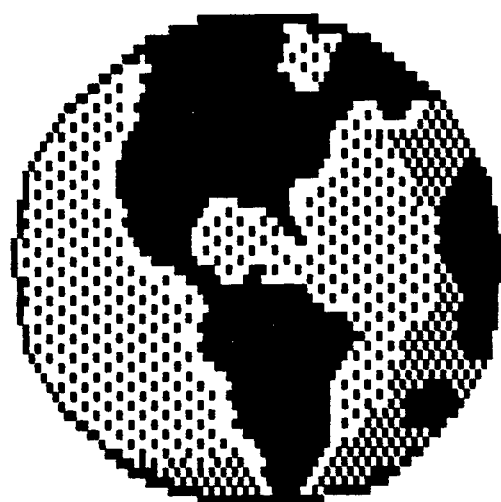
1. Give the employee the format for general information orientation by the department.
2. Provide the new employee the 60-day evaluation form with completed job skills expectations.

>>> After the new employee's arrival:

Department Head

1. Show active support for both department and general orientation sessions.
2. Ensure the new employee is receiving praise in addition to corrections.
3. Instill in the employee a feeling of being welcome.
4. Remember and practice the skills necessary for new employee satisfaction.

WELCOME
TO THE



OF SHERATON
KENSINGTON

WE ARE GLAD THAT

YOU



ARE JOINING TULSA'S

BEST HOTEL

AND WE WANT

OUR TRAINING TO GIVE YOU


THE TOOLS YOU NEED

TO FEEL WELCOME,

TO KNOW OUR GOALS,

AND TO KNOW YOUR

JOB EXPECTATIONS



**AS YOU STEP INTO YOUR
NEW JOB WITH US,
WE WILL BE PROVIDING YOU
WITH ORIENTATION
& TRAINING.**

**THE FOLLOWING PAGES
EXPLAIN THESE PROGRAMS.**

ORIENTATION

As a new employee of Sheraton Kensington, you will be provided with two orientation programs. Your first will most likely be within the department that hired you.

This departmental orientation will introduce you to the hotel and train you to perform your job. To aid you in knowing what will be covered in the hotel introduction phase, a copy of our hotel information guideline is attached for your review. This information should be explained to you during your departmental orientation. Also attached is a copy of your 60-day evaluation form and the areas you will be rated upon; your training should cover these points. At the end of this 60-day probationary period, your supervisor will complete a copy of this 60-day evaluation form, discuss it with you, and have you sign it. You also will receive an evaluation form from Personnel for you to complete and return to Personnel.

The second orientation program will be an all-day session conducted by Personnel. It is held every second week on Monday and should be scheduled by your supervisor for you to attend within your first two weeks. At this orientation, you will receive the employee handbook, meet other new members of our team, learn hotel practices in greater detail, have your questions answered, see other operating departments, and meet various department representatives.

Welcome to Sheraton Kensington, we are glad you are here

as one of our team members.

TRAINING WITH THE SHERATON KENSINGTON

As you begin with us, your training will start within your department. Your training, which will have you acquire the skills and knowledge necessary to perform your job, requires both commitment from you and the trainer.

We have asked our trainers to remember that they, themselves, were once new employees also. They have been asked to:

- *Tell you what you are doing right, in addition to telling you what you are doing wrong.

- *Realize that the training process is more successful if good efforts are praised along the way; praise can occur before the final result is attained.

- *Advise you of their expectations; for if you don't know what is expected from you, you can not be expected to learn.

- *Allow you to learn, whenever possible, by hands on training rather than by mere reading or recitation.

- *Realize that you can possess the potential for becoming the employee of the year.

- *Share their knowledge with you in a way that you can comprehend.

- *Take time to explain why a procedure is done.

Upon completion of your training during your 60-day probationary period, training for you will continue with monthly departmental meetings, which cover areas of learning

pertinent to your operating department.

LEFTY'S

**your employee dining room
is open at these times:**



3:00-3:30 AM

7:00-9:00 AM

10:30 AM-2:30 PM

5:00-8:30 PM



LEFTY'S RULES OF THE ROAD

*** ONE MEAL PER EIGHT HOUR SHIFT.**

*** EMPLOYEES MUST TAKE THEIR
DISHES TO THE SCRAP ROOM AND SEPARATE
TRASH, SILVERWARE & PLATES.**

*** GRILL ITEMS (BURGERS, GRILLED CHEESE,
FRENCH FRIES) ARE AVAILABLE UPON REQUEST.**

*** DON'T GO BEHIND THE SERVING LINE.**

*** OBSERVE THE NO SMOKING AREAS.**

***DESSERT MAY BE TAKEN FROM THE LINE OR
THE ICE CREAM FREEZER.**

**THE SHERATON KENSINGTON
AND ITS
OPERATING DEPARTMENTS**

WELCOME YOU

**AND TO HELP MAINTAIN
THE FEELING OF WELCOME,
THESE DEPARTMENTS ASK
YOUR COOPERATION
BY HONORING THEIR
REQUESTS:**

ENGINEERING

Respect the "Danger, Men Working on Machinery" tags. To avoid injury to yourself or a fellow employee, do not touch or operate the controls of any equipment with this card attached.

STEWARDING

When rolling glass/cup racks and Queen Marys, be observant of and avoid holes in the floor, drains etc. that can cause the cart to tip. Also be careful when going over door sills. When pushing glass/cup racks, put one hand on the top and the other at the middle. This allows you to still have hold of it if the cart tips over.

In stacking items on Queen Marys, use common sense. Stack so that vibrations will not cause items to fall off and break. The more items broken, the less items for you to use.

PBX

If you don't know how to operate a pager or a telephone, ask your supervisor. If you call us for unnecessary questions, we have less time to devote to guest service.

CULINARY

When going to other areas of the hotel, please don't cut through our work area.

REMINGTON'S

Remember we are a sports bar - we do not have live entertainment. Know what our hours are.

RESERVATIONS

As you use the cash box area, refrain from using, removing or misplacing our desk supplies and/or equipment.

BANQUETS

Be aware of our duties and realize we are subject to client last-minute changes in number served and/or arrangements.

FOOD & BEVERAGE STOREROOM

Plan ahead!! Requisitions can not be filled immediately upon your delivery of them to the storeroom.

SECURITY

Make safety a daily practice. Without attention to it, not only do you become injured, but also other employees and guests can receive injury.

CAFE CIMARRON

An awareness of our hours will make the guest happier; they won't show up when we are not open. And when they are hungry on Sunday, tell them about our Sunday Brunch - voted Tulsa's best.

ACCOUNTING

If you believe there is an error in your paycheck, please bring it to the attention of your department head. Do not come directly to the accounting office. Corrections of paychecks can be made only at the request of the department heads.

PAGER OPERATION

*From a Wall or Desk Phone (without visual display) -

1. Dial 7777
2. Listen for tone
3. Then enter pager number (two digits)
4. Give message, repeating it once. (Remember to use a businesslike manner, as you never know where the receiver might be standing).

*From a Desk Phone (with visual display) -

1. Dial 7777
2. Listen for tone
3. Depress star "*"
4. Enter pager number (two digits)
5. Give message, repeating it once. (Remember to use a businesslike manner, as you never know where the receiver might be standing.)

PAGER NUMBERS

Banquet Houseman (primary)	09	Lofton, Ray	31*
Banquet Houseman (secondary)	07	MOD/Front Off	01*
Boydston, Mike	17	Morris, Steve	21*
Coffee Break Attendant	13	Nokes, Barry	81
Engineers, Duty	61	Omidvar, Roozbeh	91*
Housekeeping**	19	Peterson, Joe	06
Housekeeping**	14	Room Service	03
Kirk, Robert	18	Smith, Don	41*
Leonard, Julia	04	Wells, Clay	16
Lively, David	51*		

** These pagers are shared by many people. For additional information, call extension 6231.

APPENDIX C

STRUCTURED DEPARTMENTAL ORIENTATION
GUIDE

NEW EMPLOYEE
DEPARTMENTAL ORIENTATION GUIDE

General Hotel Information to be Learned

Note: This format is arranged in alphabetical order of subjects to be covered, and does not suggest learning sequence. The topics and their indicated areas are what you should be aware of through a discussion with your job trainer. These topics and the corresponding information should be discussed with you by your job trainer.

ACCIDENTS

NOTIFICATION	{tell Security
	{tell Department Head
REQUIRED REPORT	{Security must complete

CLEANING SOLUTIONS

SOLUTIONS USED	{explain which solutions are used and for what
SAFETY RULES	{proper usage and storage, including to <u>never place</u> in a food & beverage container
OSHA MANUALS	{for stewarding, housekeeping banquets, and laundry, show and explain department safety data sheets

DRESS CODE

HAIR	{length of and facial hair policy
SHOES	{type and color
STOCKINGS	{color and style
JEWELRY	{policy on wearing

EMPLOYEE OF THE MONTH

MINIMUM EMPLOYMENT PERIOD	{six months of service is required for eligibility
SELECTION CRITERIA	{requires <u>consistent</u> attention to job performance above and beyond what is normally expected
AWARDS	{\$50 cash, parking place, name/tag pin, certificate & photo in lobby
FURTHER BENEFIT	{an Employee of the Month, is eligible for Employee of the Year

EMPLOYEE ENTRANCE

CORRECT DOOR {show, don't tell
 THE ONLY DOOR {permitted for entry/exit

EQUIPMENT OPERATION

DEPARTMENT EQUIPMENT {show, don't tell, proper
 operation
 OTHER EQUIPMENT {show proper operation of
 equipment that may be used in
 another dept. For example,
 does the Cafe staff know
 there needs to be water in
 the dishmachine before it is
 turned on?

FIRE ALARM

EXIT PATH {show exit procedure or duties
 for all positions within the
 department where the employee
 might work
 COMMENTS TO GUEST {discuss what is the proper
 phrasing
 COMPANY PROPERTY {show what is done with guest
 checks, company funds and
 property before evacuation

HOLIDAY PAY

WORK REQUIREMENT {show examples from a work
 schedule how scheduled day
 before and after a holiday
 must be worked in order
 to receive holiday pay

HOTEL TOUR

EMPLOYEE INTRODUCTION {of co-workers, & those of
 similar interests
 DEPARTMENT TOUR {focusing upon those areas
 essential to satisfactory job
 performance. Be sure to
 include all areas, i.e., a
 banquet houseman, in addition
 to being shown around the
 storage areas, should also

GENERAL HOTEL TOUR	see the meeting rooms {where other departments are located
A GUEST'S EYES TOUR	{let the employee be familiar with the location of guest telephones (pay and house), rest rooms, water fountain, reader boards, etc. This is especially recommended for those <u>employees</u> who are <u>in guest contact positions</u>
ALTERNATE ROUTES	{i.e. if the designated elevators are not working, how else can a room service waiter get to the floor?
HOTEL USAGE	
REQUIRED APPROVAL	{usage during non-working hours requires advance approval of either General Manager or Division (Sales, Controller, Food & Beverage, Front Office or Personnel) Head
HOUSE PHONES	
LOCATION	{show location within the department
JARGON	
MEANING	{discussion of terms from attached sheet
KENSINGTON PLAYERS	
EMPLOYEE NEWSLETTER	{published monthly, normally during the first week
DISTRIBUTION POINTS	{the departments and Lefty's
KUDOS	
APPEARANCE	{show what a kudo looks like
DISTRIBUTION METHOD	{tell how they are received
REDEMPTION DEADLINE	{tell they must be turned into Personnel at the end of the month of receipt to be credited toward the Kudo All Star Team
KUDO CATALOG	{show catalog and explain

process for redemption

LEFTY'S

LOCATION	{show location of on second floor
OPERATING HOURS	{3:00 to 3:30AM, 7:00 to 9:00AM, 10:30AM to 2:30PM and 5:00 to 8:30 PM
LINE OR GRILL	{discuss meal selection choices
MISSED MEAL	{procedure for a missed meal due to work demands

LOCKERS

LOCATION	{show location of on second floor
ISSUED BY	{explain issuance of lock by Security
NOT RESPONSIBLE	{the hotel is not responsible for articles left in lockers
INSPECTIONS	{are unannounced

LOST AND FOUND

WHAT TO DO WITH	{all items should be turned into Housekeeping (or Security between 11:00 PM-6:00 AM) immediately upon being found
HOURS OF RETURN	{guests wanting to retrieve items should make arrangements with Housekeeping between 8:00 AM and 5:00 PM

MEETINGS

FREQUENCY	{of departmental and hotel meetings
ATTENDANCE REQUIREMENT	{explain attendance requirements

PAGERS

CONTACTING PERSONS	{show how to access personnel
USAGE OF	{explain to repeat message once and use polite language,

PROVIDE NUMBERS	since the location of the receiver is unknown; they may be standing with a guest {of department personnel (if applicable)}
CARE OF	{Do not drop or get in water. Handle this \$300 item as if it were yours}
PARKING, EMPLOYEE	
LOCATION	{show which area is south of the large tree in west lot}
RESTROOMS, EMPLOYEE	
LOCATION	{on both first and second floor}
CLEANING OF	{clean your own mess - this is not housekeeping's job}
SAFETY	
SPILLS	{mop up immediately}
LOCATION	{of yellow sponge mops}
HANDWASHING	{importance of}
LIFTING	{show and allow employee to demonstrate lifting with legs and not their back}
SCHEDULE	
LOCATION	{show where posted}
POSTING	{is done when}
CHANGES IN	{procedure for and notification}
WORK WEEK	{Thursday through Wednesday}
PAY DAY	{Tuesday on a biweekly basis}
SELLING/DISTRIBUTION	
PROHIBITED	{selling to employees or guests is prohibited. Also the distribution of leaflets and other materials is also prohibited}

SHERATON GUEST SATISFACTION SYSTEM

FOUR PRACTICES

{explain the four points of Sheraton Guest Satisfaction System:

*Every time you see a guest smile and offer an appropriate hospitality comment

*Speak to every guest in a friendly, enthusiastic and courteous tone and manner

*Answer guest questions and requests quickly and efficiently, or take personal responsibility to get the answers

*Anticipate guest needs and resolve guest problems

{let the employee know when you see these being demonstrated

SMOKING

NOT ALLOWED

{in any guest area, food preparation or other unauthorized areas

PROPER DISPOSAL

{remind them that ashtrays, not the floor should be used for disposal of butts

SUPPLIES

WITHIN DEPARTMENT
FROM OTHER DEPARTMENTS

{show location of
{show location of
{show F&B or General requisitions forms and how to properly complete (if needed)
{explain required signatures for requisitions

TELEPHONES

DON'T USE HOTEL'S

{inform employee that calls can only be made from pay phones during breaks

PAY PHONE LOCATION

{show location of pay phones (2 outside of Lefty's and 1 near 1st floor receiving doors)

INCOMING CALLS

{to the employee are not

permitted

TIME CLOCK

LOCATION OF {across from Security
 USE ONLY ONE {show which one
 NO TIME CARD {explain what to do

TRAINING

DEPARTMENT SCHEDULE {inform employee of when and
 how topics are selected

UNIFORMS

ROOM LOCATION {show location of and inform
 hours of operation are 6:00
 AM to 6:30 PM
 USAGE POLICY {explain and inform if they
 can be worn outside of the
 hotel when off duty
 EXCHANGE RULES {one dirty set for one clean
 set

WAGES

OVERTIME RATE {show how calculated
 TIP REPORTING {explain (if applicable)
 TIP SHARING {although mentioned at
 interview, remind employee of
 required tip sharing (if
 applicable)

APPENDIX D
SHERATON 'YELLOW PAGES' OF
SHOPPING

SHERATON "YELLOW PAGES" OF SHOPPING

Store Type	Store Name	Location	Telephone
Actors & Model Agency	McCalley's Actor Studio	GAL	481-7120
Antiques	Schmidt's Antiques	GAL	496-7540
Antiques	S. R. Hughes	GAL	496-7540
Appliances	Silo	**	495-1011
Art	Gallery 26 East	GAL	481-6185
Art	Indian Territory Art Gallery	GAL	496-7696
Art	J. Vogt Frames	GAL	481-7160
Audio Equipment	Soundtrak	***	492-6612
Bank	Tulsa National	*	494-4384
Bank	United Bank	*	492-8811
Beauty Supply	J P Beauty Supply	***	494-0020
Bicycles	River Trails Bicycles	**	493-5293
Cameras & Processing	Knox Photo	GAL	496-7666
Carpet	Bentley's	GAL	496-3227
Carpet	Charley Bonner's	**	492-1018
Childrens & Jr. Wear	Jane Nevez	GAL	496-7665
Coffee	Coffee Plus Trading Co.	GAL	494-7636
Comedy Club	Joker's Comedy Club	**	492-3667
Convenience Store	Circle K	**	494-0016
Convenience Store	Circle K	**	496-1497
Convenience Store	Quik Trip	***	492-2933
Copying	Kinko's	**	492-6701
Dance Instruction	The Dance Room	**	493-2678
Day Care	A Child's Place	GAL	493-7747
Day Care	Riverfield Country Day School	**	495-3553
Department Store	Dillard's	GAL	493-7799
Discount Store	Wal-Mart	***	496-0262
Doughnuts	Judi's Daylight Donuts	**	494-6660
Drug Store	Med-X	ANN	494-0661
Dry Cleaners	Grindstaff's	**	494-0585
Dry Cleaners	Imperial Cleaners	***	492-3577
Dry Cleaners	La Mode	**	492-9137
Dry Cleaners	Royal Cleaners	ANN	494-7868
Electronic Repair	Vidtronics	**	492-8083
Exercise Equipment	Push Pedal Pull	**	493-5977
Express Service	Federal Express	*	587-6623
Eye Wear	Spectacular Visions	**	492-2324
Financial Service	Beneficial Finance	**	492-3554
Financial Service	Norwest Financial	**	496-2471
Fitness Center	All American Fitness Center	***	494-3644
Fitness Center	Fitness USA	**	496-9091
Floral	Bon Fleurs	**	494-0481
Floral	Eve's Flowers	**	492-6300
Floral	Miss Julie's Florist	**	492-0026
Floral	Tulsa Greenhouse	ANN	494-9856
Food	Ham'let	**	496-2242
Formal Wear	Beshara's Formal Wear	**	492-4100

SHERATON "YELLOW PAGES" OF SHOPPING

Store Type	Store Name	Location	Telephone
Furrier	International Fur Co	***	481-6194
Furrier	James Hirsch	GAL	481-7111
Gasoline	Phillips 66	**	492-6515
Gift Shop	High Street	GAL	496-7676
Gift Shop	Santa's Workshop	GAL	496-7508
Gift Shop	W. H. Smith's	HOT	Ext 6382
Grocery Store	Sipes	ANN	492-7815
Hairstyling	Apollo Hair Design	***	492-1919
Hairstyling	Chic Salon	ANN	492-4486
Hairstyling	Command Performance	**	492-8598
Hairstyling	Hair Revue	**	493-7371
Hairstyling	Image Maker	**	494-7698
Hairstyling	Kensington Hairstyling	GAL	496-7620
Hairstyling	Supercuts	**	494-6828
Hairstyling	Tulsa Hair Design	**	492-2227
Hairstyling	Ultracuts	**	492-8877
Home Furnishings	Oklahoma Home Furnishings Mart	GAL	496-7567
Ice Cream	Braum's	***	494-0331
Insurance	State Farm	ANN	492-9405
Jewelers	Diamontrigue	GAL	496-7610
Jewelers	McLaughlin's	**	493-3503
Kitchen Decor	Kitchen Ideas	**	494-0621
Leather Designs	Anatolia	GAL	496-7505
Liquor	South Lewis Liquors	***	492-5564
Luggage	Elephant Trunk	GAL	496-7670
Medical Care	Cornerstone Medical Center	**	493-2567
Men's Apparel	Gaz	GAL	481-7188
Movies	Spectrum Twin	**	494-0430
Nursery. Plant	Wolfe's	***	494-9797
Patio & Rattan	Jack Wills	GAL	496-7553
Pets	Pet Life	**	494-0989
Photo Developing	Moto Photo	**	492-2911
Portrait	Olan Mills	**	494-4601
Postal Service	US Post Office	***	492-4035
Printer	PIP Printing	**	481-5727
Railroad, Model	Model Railroad Display	GAL	No Phone
Restaurant	A La Maison	GAL	481-7123
Restaurant	Alfredo's	**	496-3225
Restaurant	Arby's	**	492-6170
Restaurant	Arty's Deli	GAL	496-7595
Restaurant	Bill & Ruth's Subs	**	492-8666
Restaurant	Burger King	***	493-2345
Restaurant	Cajun Boiling Pot	**	495-3766
Restaurant	Gazapillo	**	481-5353
Restaurant	I Scream, U Scream	GAL	496-7544
Restaurant	Jody Walls Catering	GAL	481-7190
Restaurant	Kwok's Wok	**	492-4443

SHERATON "YELLOW PAGES" OF SHOPPING

Store Type	Store Name	Location	Telephone
Restaurant	Mazzio's	**	496-2953
Restaurant	Mc Donalds	***	494-0242
Restaurant	Pizza Hut	*	492-0219
Restaurant	Rex	**	492-1387
Restaurant	Ri Le	GAL	496-7638
Restaurant	Schlotzsky's	**	492-1222
Restaurant	Shoney's	***	492-1021
Restaurant	Taco Pronto	*	664-8226
Restaurant	TCBY (Yogurt)	**	493-7214
Restaurant	Tules	**	491-9093
Roller Skating	Skate World	***	494-8686
Savings & Loan	Continental Federal	**	492-6001
Security Storage	The Vault	**	496-1048
Shoe Repair	Treats	ANN	496-8580
Ski Equipment	Think Snow	***	494-5656
Slot Cars	Slot Cars Etc.	**	496-3263
Tailors	Cindy's Tailor Shop	**	493-3556
Tanning	Riveria Tan	**	492-7770
Tanning	Sun & Company	**	496-1288
Toys	Toy Station	GAL	496-7181
Travel Agency	Bentley Hedges Travel Service	**	494-0376
Travel Agency	Mayfair Travel	ANN	494-3787
Travel Agency	Travel Connection	**	492-3510
Veterinarian	Hammond Animal Hospital	*	494-0151
Wallpaper	Designer Wallpaper	**	492-0051
Weight Loss	Nutri System	**	491-9377
Women's Apparel	Aberson's Alley	GAL	481-0992
Women's Apparel	Alice of Kensington	GAL	493-7727
Women's Apparel	Carroll Reed of New England	GAL	496-7693
Women's Apparel	Miss Julie's Lingerie	GAL	492-7625
Women's Shoes	Belt's Shoe Gallery	GAL	496-9630

Location Key: HOT=Hotel. GAL=Galleria, ANN=Galleria Annex,
 *=1-2 blocks, **=3-4 blocks, ***=5-6 blocks

APPENDIX E

FREQUENTLY ASKED QUESTIONS

FREQUENTLY ASKED QUESTIONS & ANSWERS

American Airlines	A full service ticket counter is available and is located in our hotel lobby. It is open Monday through Friday 8:30 AM-1:00 PM and 2:00-5:00 PM.
Galleria Hours	Dillard's - is open from 10:00 AM to 9:00 PM Monday through Saturday and 12:30 to 5:30 PM on Sunday Other Stores - are open from 10:00 AM to 6:00 PM Monday-Wednesday, Friday-Saturday, 10:00 AM to 9:00 PM on Thursday and 12:30-5:30 PM on Sunday.
Gift Shop Location & Hours	The gift shop is called W. H. Smith's and is on the main level next to the Galleria mall entrance. Its hours are 7:00 AM to 9:00 PM Monday-Saturday and 7:00 AM to 8:00 PM on Sunday.
Health Club Location & Hours	The health club is located on the third floor beside the pool and is open from 6:00 AM to Midnight daily.
Hotel Lounge	The hotel lounge is called Remington's and is located on the main level. Hours of operation are 4:00 PM to 1:30 AM Monday through Saturday, and Noon to 11:30PM on Sunday.
Laundry Service	Laundry and dry cleaning services are available Monday through Friday. What goes in by 9:00 AM is out by 5:00 PM.
Pool Location & Hours	The pool is located on the third floor and is open from 6:00 AM to Midnight daily.
Restaurant Name, Location, & Hours	The Cafe Cimarron is located on the first floor right off

the lobby. It is a garden atmosphere that serves breakfast, lunch, and dinner. Hours of operation are 6:30AM to 11:00 PM daily.

Room Service

Room Service is available at any time. Orders from the regular menu are available from 6:30 AM to 11:00 PM and from an all night menu after 11:00. This is available daily.

Secretarial Service

Typing, zerox, and facsimile service are available Monday through Friday 8:30 AM to 5:00 PM.

During these hours, contact the Executive Secretary at extension 6219. After 5:00 PM contact the front desk.

Sunday Brunch

Brunch is held every Sunday in the lobby of the hotel. It is served from 10:30 AM to 2:30 PM. Prices are: adults \$13.95 and \$5.95 for children (under six are free).

Tennis Courts

Courts are available for guest use across the street. The front desk should be contacted for arrangements.

Valet Parking Service

Valet service is available anytime.

APPENDIX F

COMBINED JARGON LISTING

SHERATON KENSINGTON JARGON TERMS

TERM	AREA	DEFINITION
4 P.M. Reservation	Room	A non-guaranteed reservation which is held only until 4 p.m. on the listed arrival date.
A La Carte	Food & Beverage	A meal where each item on the menu is priced separately.
Accounting	Hotel Departments	Responsible for the overall control of receipts and payments of all monies; maintains audits and reports of all data pertaining to the financial aspects of the hotel.
Adjoining Rooms	Front Office	Two or more rooms side by side without a connecting door between them. Rooms can be adjoining without being connecting.
Amenities	Front Office	Extra complimentary items included in a guest room set-up.
AP-Full American Plan	Food & Beverage	Rate includes three full meals and room.
Back of the House	General	Areas for employees use only and not accessible to the guest.
Banquet	Food & Beverage	A meal served in a hotel meeting facility to a group of guests gathered for a common purpose.
Banquet Style	Meeting Room Set Up	A series of round tables placed in a pattern in front of a head table. Eight to ten chairs are placed around each table.
Banquets	Hotel Departments	Coordinates staff and preparation, service and break down of all hotel food functions.
Beverage	Hotel Departments	Controls inventory and furnishes all supplies and liquor to all beverage outlets and banquet functions; responsible for staffing bartenders, barpersons, and cocktail servers.
Bussing	Food & Beverage	Preparing and cleaning of tables in the restaurant and beverage outlets.
Captain	Food & Beverage	A supervisory employee in a restaurant or banquet setting.
Cash Bar	Food & Beverage	A bar set up in a private room where guests pay for drinks.
Cashiers (Food & Beverage)	Hotel Departments	Receives and accounts for all cash and room charge transactions of guests in restaurants and other food outlets of the hotel.
Catering	Hotel Departments	Works with guests to plan and service conventions, corporate and local functions such as meetings, receptions, dinners, etc. held in banquet rooms.
Check-In	Front Office	Registration of a guest into a hotel room.
Check-Out	Front Office	Procedures for settlement by the guest for room, food and beverage and other charges incurred during his stay.
Chef	Food & Beverage	A food preparation specialist who has complete authority of design and preparation.
Club Service	Food & Beverage	A beverage service method where the glass and ice are placed in front of the guest and the liquor, presented separately, is mixed at the table.
Combo	Front Office	Complete or partial accommodations provided at no charge to the guest.
Concierge	Hotel Departments	Liaison between guests, our hotel and community, catering to our guests' needs.
Connecting Rooms	Front Office	Two or more rooms with private connecting doors between them. Rooms can be adjoining without being connecting.
Continental Breakfast	Food & Beverage	Breakfast consisting of juice, toast, roll or sweet roll and coffee, tea or milk.
Continental Plan	Food & Beverage	Rate includes breakfast and room.
Convention Services	Hotel Departments	Liaison between the hotel and the convention meeting.

SHERATON KENNINGTON JARGON TERMS

TERM	AREA	DEFINITION
		planners for all details and arrangements, including the resume stating the total conference needs and services to be provided by all departments
Covers	Food & Beverage	The number of persons served in a restaurant or banquet function
Day Rate	Front Office	A special rate charged for the daytime only use of a room.
Double	Room	A room occupied by two people.
Engineering	Hotel Departments	Maintains hotel air-conditioning, heating and ventilation, electricity, hot and cold water, repairs to all above equipment, overall building maintenance including interior and exterior of hotel, kitchens, food and beverage areas, guest rooms and all public spaces. Staff consists of crafts people of various trades
EF-European Plan	Food & Beverage	No meals are included in room rate.
Executive Committee	Hotel Departments	A committee composed of key department heads who have overall responsibility for the coordination and management of the hotel.
FAM Trip-Familiarization Tour	Front Office	A trip organized by airlines, hotels or the local convention and visitor's bureau for the purpose of inspecting hotels and local tourist facilities. Attendees on these tours are generally travel agents, meeting planners or airline tour desk personnel (all of which have the ability to place guests or meetings in our hotel).
Family Plan	Front Office	Special family rate policy of the hotel which includes no charge for children 18 years or under sharing a room with parents or the capability of a family to receive two rooms, each at the single rate.
Food and Beverage	Hotel Departments	Encompasses all food and beverage operations of the hotel including kitchens, stewards, restaurants, lounges, employee's cafeteria, banquets and catering.
Food Preparation	Hotel Departments	Responsible for entire food service operations throughout the hotel ranging from the ordering, receiving, and preparation to the finished product.
French Service	Food & Beverage	A food service method of transferring food from a platter to the guest's plate at tableside.
Front of the House	General	Guest areas of the hotel.
Front Office	Hotel Departments	Responsible for the check in and out of all hotel guests; handles all guest mail and messages; provides general information about the hotel.
Full House	Front Office	When all hotel rooms are occupied by guests.
Garde Manager	Food & Beverage	Chef in charge of cold meats, fish, decorative presentations of appetizers, buffets and sandwiches.
Group Business	Front Office	Term referring to guests staying in the hotel for the purpose of conducting meetings, conventions or social gatherings. This business is booked into the hotel by the Sales Department.
GSA(Guest Service Agent)	Front Office	An employee who works in the Front Office.
Guarantee	Food & Beverage	The figure surrendered by a meeting planner to the hotel at least 48 hours prior to a function giving the number of persons to be served.
Guaranteed Reservation	Front Office	An advance reservation made by a guest which is confirmed by

SHERATON KENSINGTON JARGON TERMS

TERM	AREA	DEFINITION
Hospitality	Room	a deposit or a credit card. A room will be held all night for this guest on his listed arrival date.
Hospitality Suite	Room	A room used for entertaining. Usually a function room or parlor.
House Phones	Front Office	A parlor with or without connecting bedrooms to be used for entertaining.
Housekeeping	Hotel Departments	Telephone available for guest use to place calls within the hotel.
Ken-Fix-It	Front Office	Cleans and maintains all guest rooms and public areas of the hotel.
Laundry	Hotel Departments	A program designed for preventative maintenance of hotel rooms and equipment
Maitre d'	Food & Beverage	Supplies housekeeping and restaurant outlets with clean, high quality linens in sufficient quantity. Also supplies uniforms to employees
MAP-Modified American Plan Marketing	Food & Beverage Hotel Departments	A supervisor responsible for the efficient and enjoyable experience in a formal dining room setting.
No Show	Front Office	Rate includes breakfast, dinner and room.
Parlor	Room	Encompasses Sales, Catering, Convention Services and Public Relations. See individual listings for exact details
PBX	Hotel Departments	A guaranteed reservation which has not been fulfilled or canceled by the customer. In most cases the customer forfeits his deposit in this instance.
Personnel-Training	Hotel Departments	The living or sitting room area of a suite.
Plate Service	Food & Beverage	Handles all telephone traffic into and within the hotel.
Pre-Registration	Front Office	Employee hiring, processing and screening, training, benefits administration, counseling and coordination of employee activities.
Public Relations	Hotel Departments	Food service where all items are placed on the plate in the kitchen.
Purchasing	Hotel Departments	Procedure whereby an arriving guest is preassigned to a guest room to be available immediately upon arrival.
Quad	Room	Responsible for public/media/community relations and special events.
Queen Mary	Food & Beverage	Buys all merchandise and food stuffs, making certain all products purchased conform to hotel specifications and high standards of quality.
Rack Rate	Front Office	A room occupied by four people.
Reservations	Hotel Departments	A multilevel rolling cart used for transporting food and beverage items
Roll-away	Room	The current published rate charged for each guest room
Room Service	Hotel Departments	Handles all hotel room requests and special packages by phone, mail and in person.
Safety Deposit Box	Room	A portable bed which can be placed in a guest room to increase its sleeping facilities.
Sales	Hotel Departments	Restaurant 'on wheels' serving the hotel guest food and beverages in the privacy of their own rooms.
		Locked security boxes located in the Front Office for guest's storage of personal items.
		Books meetings and conventions; arranges sleeping rooms, meeting and banquet facilities, establishes rates.

SHERATON KENSINGTON JARGON TERMS

TERM	AREA	DEFINITION
School Room Style	Meeting Room Set Up	A series of banquet tables (6' x 18') lined up in rows one behind the other. Two or three chairs are placed behind each table--all tables and chairs face the head table.
Security	Hotel Departments	Maintains order and security throughout the hotel and enforces hotel rules.
Single	Room	A room occupied by one person.
SMERFE	Room	Social, military, ethnic, religious, fraternal or educational groups.
Steward	Hotel Departments	Supplies necessary clean flatware, dishware, glassware and special items for all banquet and restaurant facilities.
Storeroom	Hotel Departments	Receives, properly stores, accounts and dispenses all food stuffs, office supplies, meats, etc. ordered by Purchasing.
Suite	Room	A parlor connected to one or more bedrooms.
Theatre Style	Meeting Room Set Up	A series of chairs set up in rows (with aisles) facing a head table, stage or speaker.
Transient Business	Room	Term referring to guests with no group affiliation.
Triple	Room	A room occupied by three people.
Twin Double	Room	A room with two double beds (also referred to as a double-double).
Uniformed Service	Hotel Departments	Assists guests checking into and out of the hotel, checks luggage, provides general information.
Valet Parking	Hotel Departments	Responsible for pick-up and delivery of guest vehicles to/from the hotel entrance, if requested by a guest.
VIP-Very Important Person	Room	Special guest who receives a level of service over and above that which is normally enjoyed by our guests.
Wake-Up Calls	Room	Service provided by the telephone department to wake up a guest at his requested time.
Walk-In	Room	A guest who checks into the hotel without an advance reservation.

APPENDIX G
MIDPOINT EVALUATION

NEW EMPLOYEE THIRTY DAY EVALUATION FOLLOWUP

Employee Name _____

Position _____

What do you do when you find a lost or forgotten item?

Should I wipe up a spill as soon as I make it? (Circle your response) - Yes No

Pay day is: every week or every other week. (Circle your reply).

My pay check is given on what day? _____

SGSS stands for: _____

Should SGSS be practiced with employees? Yes No (Circle your response)

In case of an accident, I should tell _____
_____When the fire alarm goes off, I should _____

I am being taught everything I should know. Yes No (Circle your response).

I know where to find the supplies needed for my job. No Yes (Circle your reply).

I am happy with my job. No Yes (Circle your answer)

I received a copy of the New Employee Orientation Guide. Yes No (Circle your answer).

My trainer has satisfactorily explained the items on this sheet to me. No Yes

Additional comments _____

THANK YOU FOR YOUR TIME

APPENDIX H
PROPOSED PERSONNEL DEPARTMENT
ORIENTATION EVALUATION

GENERAL ORIENTATION EVALUATION

Date of Session _____

What is the length of your current employment at Sheraton
Kensington? _____What did you like about the session?

_____What didn't you like about the session?

_____What presenter(s) did an exceptional job and why?

_____Did any presenter not gain your interest? _____
If yes to the above question, who and what did they do that
caused you to not be interested?

_____Is there anything that could have been explained better?
_____If yes to the above question, what could have been explained
better?

_____Was there a subject not included, that you feel should have
been?

_____What would make this orientation session better for other
new employees?

_____With five the best, and one the worst, how would you rate
today's session?

5____ 4____ 3____ 2____ 1____

Name: _____
(Optional, but if completed it will allow us to respond if
you indicate there is something else you would like to know)

(Use back side for additional remarks area)

APPENDIX I
INTERNSHIP LOG

CONTACT HOURS LOG OF INTERNSHIP FOR NEIL GEPPELT

DATE	HRS	TASK	OBSERVATIONS
08/29/88	1.0	INITIAL MEETING TO DISCUSS NEEDS	GOOD LUNCH; EXCITED BY PROJECT
08/30/88	2.5	TRAVEL TIME AND LIBRARY RESEARCH OF BUSINESS INDEX @ TULSA PUB LIB	FOUND SEVERAL ARTICLES ON ORIENTA- TION
08/30/88	0.5	REVIEW OF MGMT ORIENTATION BK	WELL PUT TOGETHER
09/06/88	1.0	TRAVEL TO & REVIEW OF UCT HUMAN RESOURCES HOLDINGS	
09/06/88	1.0	INPUT OF REVIEW OF LITERATURE SEARCH EFFORTS INTO DATABASE	INDEXING BY TITLE AND PUBLICATION DATE WILL MAKE RESEARCH EASIER
09/06/88	1.0	MTG WITH MR. WOODS & DR. VENABLE	PROJECT BECAME CLEARER; LOOK FORWARD TO BEGINNING
09/07/88	1.0	GATHERING ADDTL READINGS	
09/07/88	0.5	INPUT OF REF INTO DATA BASE	
09/08/88	0.5	MTG WITH MR. WOODS TO GAIN HIS GOALS AND OBJECTIVES	PROJECT BETTER UNDERSTOOD
09/08/88	2.5	TRAVEL TO TPL & READING OF SOURCES	
09/11/88	4.0	TRAVEL TO OSU LIBRARY TO USE LODGING & RESTAURANT INDEX	NOT AS MANY CITATIONS AS HOPED FOR
09/12/88	8.0	ATTENDANCE AT GENERAL ORIENTATION	SEPARATE CRITIQUE PREPARED
09/13/88	7.0		
09/13/88	2.0	TRAV & LITERATURE RESEARCH AT LIB	
09/14/88	7.0		
09/15/88	8.0		FRONT DESK HAS EXCELLENT TRAINING
09/19/88	8.0		
09/20/88	8.0	MGMT INTERVIEWS	LEARNING IN HK IS QUANITATIVE
09/21/88	8.0		
09/22/88	3.0		
09/26/88	8.0	DEVELOP EMP QUESTIONNAIRE	
09/27/88	8.0	BEGIN EMPLOYEE INTERVIEWS	
09/28/88	8.0	CONTINUE EMPLOYEE INTERVIEWS	
09/29/88	7.0		
09/30/88	7.0	VIEWED ORGANIZATIONAL & FIRE TRAINING VIDEO. REFINED ORIENTA- TION GUIDE. CONDUCTED EMP INTERVWS	
10/05/88	7.0		
10/06/88	10.5	PLUS LATE LIGHT INTERVIEWS	
10/10/88	8.0	PU & VIEWED CHAMBER FILM. UPDATE & ORGANIZE SHOPPING LIST	
10/11/88	8.0	UPDATE ORIEN GUIDE, REVISED FREQ ASKED QUES. REVWD MGMT RESPONSE. LISTED SHERATON SQUARE QUESTIONS	
10/12/88	7.3	COMPILED MGMT SURVEY. VIEW GREEN COUNTRY FILM. COMPILE EMP SURVEY. FOLLOW UP ON NEEDED INTERVIEWS	UNABLE TO GAIN FULL EMP PARTICIPAT
10/13/88	8.0	COMPLETE EMPLOYEE SURVEY INPUT. DRAFTED REVIEW MEMO. UPDATE SHER- ATON SQUARES AND SHOPPING INFO	
10/14/88	8.0	UPDATE PHONE # ON SHOPPING LIST. REVISED ORIENTATION EVAL. COMPILED GALLERIA SHOPPING LIST. CREATED	DOES HK COMMUNICATE W/EACH OTHER?

CONTACT HOURS LOG OF INTERNSHIP FOR NEIL GEPELT - PAGE 2

EMPLOYEE ORIENTATION PACKET MATERIAL, UPDATED WITH JIM

10/15/88	1.0	EMPLOYEE INTERVIEW	
10/16/88	1.0	EMPLOYEE INTERVIEW	
10/17/88	6.0	ENTER EMP SURVEY DATA. ENTER REVISED ORIENTATION FORMAT, UPDATE SHOPPING GUIDE	
10/18/88	8.5	COMPILED JARGON LOG, DISCUSS ORIENTATION GUIDE WITH JIM, EDIT ORIENTATION GUIDE, PRINT, EDIT, CORRECT AND REPRINT ABOVE, TALK WITH NFPA	
10/19/88	7.5	COMPILED FINAL FORM, WROTE EMP COVER LETTER AND PREPARED FOR DISTRIBUTION	
10/24/88	6.0	REORGANIZED FILES, MAKE RETURN LIST FOR CRITIQUE, HAVE GALLERIA OK RELEVANT INFO, MAKE CRITIQUE LOG	
10/24/88	2.0	ENTER ADDITIONAL REVIEW OF LITERATURE NOTES	
10/25/88	8.0	UPDATE SHOPPING LIST, COMPILER REVIEW OF LIT OUTLINE, CREATE AND DISTRIBUTE SURVEY THANK YOU	
10/26/88	7.5	ENTERED CRITIQUE COMMENTS, BOUGHT AND READ Q&A BOOK	ATTENDED SGSS MEETING - WELL DONE
10/27/88	6.0	READ Q&A BOOK	
11/07/88	7.0	REPRINTING OF REPORT AND ORGANIZATION OF TO PRESENT TO SPONSOR	
11/08/88	6.0	"	"
11/09/88	6.0	"	"
11/10/88	9.0	"	" MET MY DEADLINE

250.8

APPENDIX J

HUMOR IN TRAINING

One on One Training

YOU'LL SOON GET THE HANG OF IT

There's a lot of talk today about the tutor-pupil ratio, and how it should be kept as low as possible.

Yet most of the world's training takes place with a ratio of one-to-one. It's carried out on the job, by someone who knows the job instructing someone trying to learn it. It sounds ideal, but there is all too often a problem which leads to trainees ending up baffled, confused and demoralized. The person teaching them knows the job – often knows it back to front and inside out – but has not the slightest idea how to pass on this valuable knowledge.

You'll Soon Get The Hang Of It is designed to help these people. It doesn't show how to be a professional lecturer, in front of a class. It's for the working manager, supervisor, or skilled worker who occasionally has the task of teaching just one other person to do a job. It presents the basic psychology of training and motivation and shows how to apply it in a variety of situations – manual, clerical, retail and technical.

John Cleese and June Whitfield illustrate, in a series of comedy sketches, the importance of preparation and the recognition of both how people learn and why.

First we see the classic errors and the results of them. Then how prepared instruction, given in context, broken down into digestible chunks and with time for practice, reinforced by incentive and encouragement, achieves success – for trainer, trainee and the organization for which they both work.



Suggested Uses

On all courses on one-to-one training. On management and supervisory seminars where the manager's responsibility for training the team is discussed.

The key points illustrated in the film are:

Preparing To Train

The materials

Who you are training

How People Learn

Context

Digestible Chunks

Practice

Why People Learn

Incentives

Encouragement

Praise

You'll Soon Get The Hang Of It

Written by Antony Jay and John Cleese. Directed by Peter Robinson. Featuring John Cleese and June Whitfield. Duration: 29 minutes. This film is accompanied by a discussion leader's guide and Briefcase Booklet.



An Audience Icebreaker

WHY DO PEOPLE WORK?

Why Do People Work? has been produced purely as an audience icebreaker. It is a three-minute action monologue which is both very funny and thought-provoking. It ends with a neat twist which some people may guess and which may take others by surprise. More than anything it will settle a restless audience and reassure every member of it that what follows will be worth watching as much for enjoyment as for education.

Suggested Uses

On conferences and at management seminars as an icebreaker. As an introduction to discussion sessions on motivation at work.

Why Do People Work?

Starring John Cleese. Duration: 3 minutes.

HOW TO ORDER AND PREVIEW

JUST PHONE US

See inside front cover of this catalogue for number. Written orders are not required.

THE PRICE LIST IS ON PAGE 39 OF THIS CATALOG

FORMAT

All titles are available on the video cassette (3/4" U-matic, 1/2" VHS and Beta 2/3") and 16mm. Beta 1 is available on special order, long-term license only.

PREVIEWS

Determine which Video Arts programs best meet your needs.

Arrange free of charge previews at the offices of our sales agents or Video Arts in Northbrook, IL. Please phone for an appointment.

A one-day Executive Preview (for evaluation purposes only) sent to your office is \$45. This is a scheduled preview for the day of your choice. The preview fee can be applied to the long-term license of the same title within 30 days. Overdue preview returns will be charged at the seven day rental rate.

RENTALS

1-3 day and 4-7 day.

Place your order as soon as you know your rental dates.

Rental orders will be delivered on the day prior to the first day of the rental period. Please return rentals at the end of the rental period by the same delivery method received. Overdue rental returns will be charged on a pro-rata basis.

SAVE MONEY WITH SERIES DISCOUNTS AND RENTAL PLANS.

See Price List for information.

EXPRESS SURCHARGE

Video Arts will always try to fill any order however short the notice. An Express Order Surcharge of \$15.00 is added on preview and rental orders placed less than five working days before the required date. This gives your order priority treatment.

LONG-TERM LICENSES

Gives your organization unlimited internal use of the program for the life of the print provided there is no violation of the terms and conditions of sale.

Series discounts available. For **SUBSTANTIAL SAVINGS ON MULTI-COPY ORDERS**, phone your sales agent or Video Arts.

Long-term license orders will be shipped the day the order is received unless you instruct otherwise.

CANCELLATION

Cancellation of any order must be phoned or received in writing at least five working days prior to the first rental date. No cancellation is effective after this.

PRICE LIST

Support Material: ● Discussion Leader's Guide ▲ Reminder Cards ■ Briefcase Booklet ◆ Seminar kits (All prices exclude delivery and sales tax)

Title	Long Term License	1-3 Day Rental	4-7 Day Rental	Support Material	Title	Long Term License	1-3 Day Rental	4-7 Day Rental	Support Material
All Change (The Management Of Change) Part 1 Change For The Better	\$720	\$155	\$200	●▲◆	Man Hunt	\$720	\$155	\$200	●▲◆
Part 2 The Shape Of Things To Come	\$720	\$155	\$200	●▲◆	Meetings, Bloody Meetings	\$720	\$155	\$200	●▲◆
Balance Sheet Barrier: The Budgeting	\$720	\$155	\$200	●▲◆	More Bloody Meetings	\$720	\$155	\$200	●▲◆
Can You Spare A Moment?	\$720	\$155	\$200	●▲◆	Prescription For Complainers	\$635	\$140	\$185	●▲◆
Closing The Sale So You Want To Be A Success At Selling? Part 4 Cold Call This	\$720	\$155	\$200	●▲◆	Return On Investment	\$720	\$155	\$200	●▲◆
Control Of Working Capital: The Cost, Profit & Break Even	\$635	\$140	\$185	●▲◆	Sales Professionals: The (Building Your Client's Confidence)	\$720	\$155	\$200	●▲◆
Decisions: Decisions	\$720	\$155	\$200	●▲◆	So You Want To Be A Success At Selling? Part 1 The Preparation	\$720	\$155	\$200	●▲◆
Depreciation & Inflation	\$720	\$155	\$200	●▲◆	Part 2 The Presentation	\$720	\$155	\$200	●▲◆
Difficult Customers: So You Want To Be A Success At Selling? Part 3	\$720	\$155	\$200	●▲◆	Part 3 Difficult Customers	\$720	\$155	\$200	●▲◆
From "No" To "Yes" (The Constructive Route To Agreement)	\$720	\$155	\$200	●▲◆	Part 4 Closing The Sale	\$720	\$155	\$200	●▲◆
How Am I Doing?	\$720	\$155	\$200	●▲◆	Telephone Behavior: The Power & The Perils	\$720	\$155	\$200	●▲◆
I'd Like A Word With You	\$720	\$155	\$200	●▲◆	Tenets Business Fundamentals	\$575	\$135	\$175	●▲◆
It Looks Could Kill: The Power Of Behavior	\$720	\$155	\$200	●▲◆	Unorganized Manager: The Part 1 Damnation	\$720	\$155	\$200	●▲◆
I'll Be In Touch (Everyone's A Buyer)	\$720	\$155	\$200	●▲◆	Part 2 Salvation	\$720	\$155	\$200	●▲◆
Importance Of Mistakes: The Managing Learning Part 1 The Concept	\$95	N/A	N/A	●▲◆	Part 3 Lamentations	\$720	\$155	\$200	●▲◆
Managing Learning Part 2 Developing Skills	\$575	\$135	\$175	●▲◆	Part 4 Revelations	\$720	\$155	\$200	●▲◆
Part 2 Developing Skills	\$575	\$135	\$175	●▲◆	When Can You Start? (Selection Techniques)	\$720	\$155	\$200	●▲◆
Managing Problem People (Behavioral Skills For Leaders)	\$1920	\$415	\$535	●▲◆	Where There's A Will (Leadership And Motivation)	\$720	\$155	\$200	●▲◆
					Who sold You This Then?	\$720	\$155	\$200	●▲◆
					Why Do People Work?	\$125	N/A	N/A	●▲◆
					You'll Soon Get The Hang Of It	\$720	\$155	\$200	●▲◆
					Your Nicked	\$415	\$115	\$150	●▲◆

Save With Rental Plans

Agree to 1-3 day rentals on 3, 6 or 12 titles within a 12 month period and save up to 25% of your training program budget. No need to decide which titles you require in advance, simply that you will use them within the year.

No. of Titles	\$	Save approx.	Rental plans are payable in advance and include normal delivery charges.
3	\$430	8%	MULTI-COPY ORDERS: Call your sales agent or Video Arts for substantial savings.
6	\$810	15%	
12	\$1490	25%	

Discount Prices for Film Series

Film Series	Long Term License	1-3 Day Rental	4-7 Day Rental	Film Series	Long Term License	1-3 Day Rental	4-7 Day Rental
BEHAVIORAL SKILLS FOR LEADERS Managing Problem People				INTERVIEWING SKILLS Man Hunt, How Am I Doing? I'd Like A Word With You Can You Spare A Moment? When Can You Start? (Selection Techniques)			
One film	\$375	\$135	\$175	One film	\$720	\$155	\$200
Any two films	\$640			Any two films	\$1225	\$260	\$340
Any three films	\$900			Any three films	\$1835	\$390	\$510
Any four films	\$1240			Any four films	\$2435	\$510	\$670
Any five films	\$1680			All five films	\$3060	\$660	\$850
All six films	\$1920	\$415	\$535	MANAGING LEARNING Part 1 The Concept, Part 2 Developing Skills			
CHANGE MANAGEMENT All Change, Part 1 Change For The Better, Part 2 The Shape Of Things To Come				One film	\$575	\$135	\$175
One film	\$720	\$155	\$200	Both films	\$975	\$225	\$295
Both films	\$1225	\$260	\$340	MEETINGS Meetings, Bloody Meetings, More Bloody Meetings			
CUSTOMER RELATIONS It Looks Could Kill: The Power Of Behavior, Telephone Behavior: The Power & The Perils				One film	\$720	\$155	\$200
One film	\$720	\$155	\$200	Both films	\$1225	\$260	\$340
Both films	\$1225	\$260	\$340	SELLING SKILLS So You Want To Be A Success At Selling? Part 1 The Preparation, Part 2 The Presentation, Part 3 Difficult Customers, Part 4 Closing The Sale			
FINANCE The Balance Sheet Barrier: The Control Of Working Capital, Cost Profit & Break Even, Budgeting, Return On Investment, Depreciation & Inflation				Any part	\$720	\$155	\$200
One film	\$720	\$155	\$200	Any two parts	\$1225	\$260	\$340
Any two films	\$1225	\$260	\$340	Any three parts	\$1835	\$390	\$510
Any three films	\$1835	\$390	\$510	Any four parts	\$2435	\$510	\$670
Any four films	\$2435	\$510	\$670	TIME MANAGEMENT The Unorganized Manager, Part 1 Damnation, Part 2 Salvation, Part 3 Lamentations, Part 4 Revelations			
Any five films	\$3035	\$645	\$850	Any part	\$720	\$155	\$200
All six films	\$3635	\$770	\$1020	Any two parts	\$1225	\$260	\$340
				Any three parts	\$1835	\$390	\$510
				All four parts	\$2435	\$510	\$670

*Additional training material as shown on individual film price list

Seminar Kit Price List

Title	Including all materials and films	Including all materials but excluding films
So You Want To Be A Success At Selling?	\$3675	\$1535
Getting The Stress Out Of Interviewing	\$3260	\$1535
Selling By Phone	\$1630	\$1070
Effective Negotiation	\$1140	\$1000
Telephone Techniques	\$2730	\$1365
The Secretary & Her Boss	\$2445	\$1170
How To Run A Meeting	\$2090	\$1020
The Unorganized Manager	\$2460	\$1390
Understanding Computers	\$2845	\$1815
Customer Relations	\$2445	\$1365
Understanding Business Finance	\$4825	\$1555

Briefcase Booklets

All Briefcase Booklets are \$5.25 with the exception of The Reed Executive Guide To The Selection Interview \$2.50
Orders totaling under \$45.00 require prepayment plus \$4.00 shipping and handling

DISCOUNTS ON BULK PURCHASES OF BOOKLETS (SINGLE TITLES ONLY)

UNIT PRICE \$5.25	UNIT PRICE \$2.50
2-9	\$5.00 ea
10-49	\$4.20 ea
50-99	\$3.80 ea
100-499	\$3.15 ea
500 +	\$2.75 ea

APPENDIX K

ADDITIONAL RECOMMENDATIONS

ADDITIONAL RECOMMENDATIONS

Training within the front office was found to be quite thorough, a system the researcher extends praise to. Within this system, however, two potential problems might be created. One would be the frustration of the PBX supervisor because of the additional training time spent in training employees for three departments, not one, as is normal in other departments. Secondly, an unwritten job status discrimination could be created. While GSAs and reservationists are trained on the PBX, the PBX employee is not allowed any cross training.

Business within a lounge is hard to predict; and that is accepted. However, there does not seem to be any immediate back-up support when evening business suddenly increases. This can be further compounded when the supervisor is working a duty position and is prevented from leaving the station to assist elsewhere in the room. To be more prepared in providing the anticipation of guest needs, on site back-up systems should be considered. One system, seen in another property, is to have the MOD skilled in lounge operations.

The solicitation of safety suggestions is a good idea, although many may not be submitted. Currently the box is located atop the milk machine in Lefty's. No nearby stool is available to reach the box, and an accident could occur to someone desirous of submitting a safety suggestion.

In anticipation of guest needs, some stairways could use interior signage. The easy walk down to the first floor, only to find no exit (except an emergency one), could be considered a frustration to those who have to retrace their steps and incur more time in their journey. Hence, a sign stating "Emergency Exit Only Below This Level" could ease the frustration of a guest.

VITA

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Report: THE DEVELOPMENT OF A HOTEL EMPLOYEE
ORIENTATION PROGRAM

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Assistant Manager, Gilbert Robinson, June, 1975 to
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