

# Preface

The premise of *Supervision in the Hospitality Industry: Leading Human Resources, Sixth Edition* is that we lead human resources, not manage them. Over the past few years, one of the most important paradigm shifts has been from management to leadership. Industry leaders are recognizing the importance of leading human resources at all levels of the organization as they strive for perfection in the services offered to guests. How human resources are led is critical to the success of any organization and this proven text will help you prepare for a leadership role with human resources in the hospitality industry.

Ask any hospitality manager what his or her greatest challenge is and the response will likely be “Finding and keeping employees.” For many recent college graduates, leading human resources is an added challenge because they have little or no supervisory experience.

A primer for the leadership of people in the hospitality industry, *Supervision in the Hospitality Industry: Leading Human Resources, Sixth Edition*, is about leading the people who cook, serve, tend bar, check guests in and out, carry bags, clean rooms, mop floors—the people on whom success or failure of every hospitality enterprise depends. It is a book about first-line supervision, written especially for the beginning leader, for the new supervisor promoted from an hourly job, and for students planning a career in the hospitality field. But even experienced managers will likely find it full of useful ideas and insights for dealing with associates productively.

Written to fill a definite need, hospitality is an industry heavily dependent on its human resources but plagued with people problems—its demands, its people, its pace, its long hours, the typical attitudes and habits of managers and workers, and the special problems of time pressure, of the unpredictable, of everything happening at once.

*Supervision in the Hospitality Industry: Leading Human Resources, Sixth Edition* is unique in focusing directly on leading human resources, especially front-line associates, and applying the wisdom of leadership theory and experience to the hard realities of the hospitality industry in down-to-earth terms. It is practical, concrete, and results-oriented. The spotlight is on real settings and everyday challenges. Principles of good leadership and supervision are presented in terms of how they apply on the job. Our primary objective is still to provide the reader with a basic understanding of leading human resources with a basic yet comprehensive knowledge about the different elements of the supervisor’s job, and a basic awareness and appreciation of the skills, attitudes, and abilities needed to lead associates successfully. A firm grasp of these basics can provide a solid foundation for increasing skills and knowledge on the job and ultimately for achieving success through leading associates at any level.

Yet, basics are not necessarily simple. We do not give the reader sets of rules; we discuss the concepts, theories, and principles behind good leadership practices in order to give depth to understanding. We define terms clearly and explain them fully; then we show how they apply, using examples and incidents from the industry. In sum, we have written *Supervision in the Hospitality Industry: Leading Human Resources, Sixth Edition* to be read, understood, absorbed, and put to work—a how-to book that provides the understanding necessary to adapt and use in one’s own circumstances in one’s own way.



## For the Student

---

If you are a student, you will find in *Supervision in the Hospitality Industry: Leading Human Resources, Sixth Edition*, not only what you need to make it through the course, but also the realities you will meet in your first leadership position. Even more important, you can gain the knowledge and insight that will help you to grow as a leader, to develop the skills and personal qualities you need, and to work out your own leadership style. We suggest you begin by assuming that you are a leader. Apply the discussions to your own situation, real or imagined. Use the incidents, discussions, and your own creative ideas for solving problems and getting results. Take time now to master basic principles and think things through, because you won't have much time later.



## For the Instructor

---

If you are an instructor, we hope that you will find *Supervision in the Hospitality Industry: Leading Human Resources, Sixth Edition* not only satisfying in content but also easy to use and appealing to your students. It assumes no specific knowledge other than a general familiarity with a hospitality, foodservice, or lodging operation. It can be used at any course level in a hospitality or culinary arts program after the first semester or the first year. It is also suitable for seminars and continuing education courses and makes a good supplementary text for courses with an academic and theoretical and practical approach.

If you are in management, you will find this book useful in helping to develop your supervisory associates, especially those who have been promoted from hourly positions or are first-time supervisors from outside the industry. The material is solid, the scene familiar, and the presentation clear and easy to follow. It will help your leaders to understand and develop the skills and abilities to work effectively with hourly employees. It will help you to bring supervisors to the level of productivity and the manner of performance that you want in your organization. In developing leaders as the key people in your operations, you will help your enterprise serve its guests well and become more profitable.

Since the first edition of *Supervision in the Hospitality Industry* was published, the authors have been committed to focusing directly on leading human resources and this new Sixth Edition is no exception in being a practical, how-to book, written for hospitality students or the new supervisor promoted from an hourly job.



## New to This Edition

---

This Sixth Edition of *Supervision in the Hospitality Industry* is designed to help leaders of hospitality human resources meet the challenges and demands of the world's largest industry grouping, to be leaders, to possess excellent human relations skills, to be highly productive and flexible. New to this edition:

- The text has been restructured into five parts:
  - Part 1. Leading Human Resources, Equal Opportunity, Diversity, and Planning
  - Part 2. Sourcing, Compensation, and Benefits

Part 3. Performance Leadership  
 Part 4. Maintaining High Performance  
 Part 5. Human Resources Leadership

- A new first chapter introducing the topic of leading human resources.
- Coverage of diversity in the workplace has been revised and expanded in Chapter 2.
- Goal setting has been added to Chapter 3.
- A new Chapter 5 on Compensation, Incentives, and Benefits has been added.
- The opportunities and challenges of Leading a Restaurant Shift have been added to Chapter 7.
- A new section on Coaching has been added to Chapter 7.
- A new section on Retention has been added to Chapter 8.
- A new Chapter 11 on Health and Safety has been added.
- A new Chapter 12 on Conflict Management has been added.
- New information on Emotional Intelligence has been added to Chapter 13.
- A new feature called **Do You Know?**, which are creative and applied questions, have been added in each chapter to encourage class discussion of topics to be learned.
- Additional supervision and human resources examples have been added throughout the text.
- New Web-based end-of-chapter material has been added.
- New artwork and photographs have been added throughout the text.
- Several new industry Profiles have been added to focus more on human resources.



## Features

---

The text is carefully structured for teaching and learning. It has been reorganized to follow a logical human resources sequence in five parts:

### **Part 1. Leading Human Resources, Equal Opportunity, Diversity, and Planning**

Chapter 1. Leading Human Resources  
 Chapter 2. Equal Opportunity Laws and Diversity  
 Chapter 3. Human Resources Planning, Job Analysis, Job Description, and Organizing

### **Part 2. Sourcing, Compensation, and Benefits**

Chapter 4. Sourcing: Recruitment, Selection, and Orientation  
 Chapter 5. Compensation and Benefits

### **Part 3. Performance Leadership**

Chapter 6. Motivation  
 Chapter 7. Teamwork, Team Building, and Coaching  
 Chapter 8. Employee Training and Development  
 Chapter 9. Performance Leadership

### **Part 4. Maintaining High Performance**

Chapter 10. Discipline and Employee Assistance Programs  
 Chapter 11. Health and Safety



## Part 5. Human Resources Leadership

Chapter 12. Conflict Management, Resolution, and Prevention

Chapter 13. Communicating and Delegating

Chapter 14. Decision Making and Control



## Aids to Facilitate Learning

The writing is in a clear engaging conversational style with numerous industry examples for ease of understanding topics and concepts.

Following are the pedagogical features found within each chapter:

- An **Overview** section, at the beginning of each chapter, lists the chapter's major headings to help the student see what topics will be covered and their relationship to each other.
- The **chapter openings** help to structure assignments and set learning goals by describing a supervisory situation and listing the *chapter objectives*.

### Chapter 11

## Health and Safety

### Overview

Legal and Government Regulation of Safety and Health Practices

Safety

Security Concerns

AIDS and the Hospitality Worker

It is a universal human need to want to be healthy, safe, and secure. As a supervisor, one of your top priorities is making sure that the workplace is a healthy, safe, and secure one for both workers to be employed and guests to enjoy. Safety hazards abound in a hospitality operation: There are cleaning chemicals that can make you sick and/or burn your skin, slicers that can cut more than bologna when you're not watching, heavy boxes to lift that can wrench your back, computer keyboards that can cause numbness in your hands, wet floors that you can go sliding across, and poorly lit stairs that you can fall down (with an order of hot soup in your hands).

This chapter will help you to:

- Discuss the legal and governmental effects of the Occupational Safety and Health Act (OSHA).
- Explain the Hazard Communication Standard.
- Describe the Americans with Disabilities Act (ADA).

**Do You Know?**

Are EEO laws effective?

- **New Do You Know?** applied questions have been added in each chapter to encourage class discussion of topics to be learned.
- **New photographs** enliven the text, and diagrams, flow charts, and sample materials provide focal points for discussion.
- **Industry Profiles** allow human resources professionals and leaders in the hospitality industry to give their perspective on human resources and leadership issues.

**PROFILE** Eric Walker

Courtesy of Eric Walker

Eric grew up in Kansas City and later moved to several cities in his career with Ritz-Carlton including Naples, Atlanta, and St. Thomas.

Currently Eric is catering and conference services floor manager The Ritz-Carlton, Sarasota, where his general manager has high expectations of the newly created position. That's a challenge he likes. Having worked as a valet parker, doorman, bellman, and concierge; Eric has seen both sides of the supervision equation and knows that everything is not black and white. One of the secrets to his success is to empathize with people and to put himself in their shoes. He will do anything to make a guest happy so long as it will not harm the hotel.

Eric leads by example and would not ask any of his associates to do something he would not or could not do. An example of this is when he jumps in to help the setup team during the meeting room cleanups while the guests are having a coffee break. He recognizes that the setup team is the most important group

in his area and helps them whenever possible. As a supervisor Eric also has high expectations and holds his associates accountable.

Eric's workday begins at 6:00 A.M. when he goes over the day with his staff and he checks that breakfasts are ready. He then goes over the day with the client and monitors all the functions and meetings to ensure perfect guest service. In his role as the catering and conference services manager, Eric has to take care of all the meeting planners and their VIP's requests. This means he communicates with virtually all departments. Eric is ranked number one, two, or three in all the guest surveys with an average guest satisfaction score of 97 percent. Recently Eric's general manager asked him which position he was eyeing next. Eric's reply was that he wanted to be the best in the company in his position before he moved to another position. Now that's commitment and dedication for you! No wonder the general manager and the executive committee, in view of his meritorious performance, nominated Eric for the J. W. Marriott employee of the year award.

When not working, Eric loves to spend quality time with his wife, five children, and grandchildren.

- **Check Your Knowledge** questions are spaced throughout the chapters for students to review important topics and concepts.

**Check Your Knowledge**

1. Why is evaluating important?
2. Briefly explain the four steps of job instruction training.

- **Key Points** summarize the important concepts in the chapter.
- **Key terms** are boldfaced in the text, reemphasized in the end-of-chapter list *Key Terms*, and assembled in the *Glossary* for reference and review.
- **Review Questions** enable students to reinforce mastery of the materials presented in the text and likely improve their test scores.
- **Activities** allow an opportunity to practice human resources leadership.
- **Applications** can be used to test knowledge, spark interest, bring out opposing views and different approaches, and involve students in typical supervisory problems and situations.
- **Web Activities** offer an opportunity to use technology to broaden the learning perspective by answering questions related to various Web sites.



## Additional Resources

---

To aid students in retaining and mastering hospitality human resources, there is a **Study Guide** (ISBN: 978-0-470-28472-8), which includes learning objective reviews, study notes and chapter outlines, key terms and concept reviews, and quizzing exercises.

An **Instructor's Manual** (978-0-470-25405-9) to accompany the textbook is available to qualified adopters upon request from the publisher. It contains various materials designed to assist in the classroom. An updated **Test Bank** is also included.

A **Companion Web Site** ([www.wiley.com/college/walker](http://www.wiley.com/college/walker)) provides readers with additional resources as well as enables instructors to download the electronic files for the **Instructor's Manual, Power Point Slides, and Test Bank**.

WebCT and Blackboard online courses are available for this book. Visit [www.wiley.com/college](http://www.wiley.com/college) and click on "Technology Solutions" for more information, or contact your Wiley representative.



## Acknowledgments

---

The authors greatly acknowledge the following reviewers of this and previous editions: Susan Annen, Johnson County Community College; Leslie Bilderback and Diana Altieri, Southern California School of Culinary Arts; Kathleen Fervan, Augusta State Technical College; Ava Gritzuk, Central Piedmont Community College; Chad Gruhl, Metropolitan State College of Denver; Brenda Hodgins, Red Deer College; Anthony McPhee and Theresa A. White, Cooking and Hospitality Institute of Chicago; Robert A. Palmer and William B. Martin, California State Polytechnic University, Pomona; Kyle Richardson, Joliet Junior College; Andrew Rosen, Johnson & Wales University—Miami; Gary Schwartz, Asheville Buncombe Technical Community College; Diane Watson, The Art Institute of Atlanta; Matt Williams, Texas Culinary Academy; and James Zielinski, College of DuPage.

We are very grateful to Holly Loftus for her invaluable assistance in various aspects of manuscript preparation and for her contributions to Chapters 7, 11, and 12. To my colleague Dr. Chad Gruhl a sincere thank-you for all your excellent comments, observations, and contributions that helped shape the Equal Opportunity Laws and Diversity



chapter of this new edition. Thanks also to the industry reviewers: Carol Newberry, V.P. of People at First Watch Restaurants; Bob Haber, Director of Human Resources at the Grand Hyatt Tampa Bay; Laurie Bennett, Executive Director of Human Resources at Sarasota Memorial Hospital; Debbie Rios, Director of Human Resources at the Colony Resort, Sarasota; Rachana Dinkar, Inclusion Programs Director OSI Restaurant Partners, LLC; Bonnie Smith and Carolyn Dyson, University of South Florida; Shirley Ruckl, Director of Human Resources at the Longboat Key Club, Sarasota; Chefs Gary Colpitts, CEC, and Suzette Marquette, CCC, of Manatee Technical Institute, Manatee County, Florida; and particularly Gerard Violette of Sarasota Memorial Hospital; Michelle Tarullo, Director of Human Resources at the Hyatt Sarasota; Charlotte Jordan, former Director of Human Resources at the Ritz-Carlton Sarasota; and industry professionals who allowed us to profile them. A special thanks to the Hilton Garden Inn, The Longboat Key Club, Sodexo, and Sarasota Memorial Hospital for kindly allowing photos to be taken.

Wishing you a successful course and career!

John R. Walker, DBA, FMP, CHA  
McKibbon Professor of Hotel and Restaurant Management  
School of Hotel and Restaurant Management  
University of South Florida