THE IMPORTANCE OF MANAGEMENT TRAINING IN THE HOTEL INDUSTRY

by

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"Wisdom is a tree of life to those who eat her fruit; happy is the man who keeps on eating it". Proverbs 3 : 18.

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MANAGEMENT TRAINING AT THE TWR HOTEL SCHOOL

SYNPOSIS

NAME	Francis, C.V.
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The South African hotel industry is a labour intensive industry, with high staff turnover and a shortage of skilled labour.

The introduction of the national grading system and an increase in tourists, both local and foreign, placed more pressure on hotels to improve the quality of their services. Improvement of quality service is linked to well qualified personnel. The question : *"Does the country have the required labour force"* thus arises. The answer is obviously *"No".*

In order to solve the above mentioned labour problem, management training and management development programmes are of cardinal importance. Top management in hotels must show more interest in and commitment towards management training and development.

Training at colleges, technikons and universities is placed under the microscope to ascertain whether it meets the requirements of the industry. Most students have the necessary theoretical training, but practical training (in-service training) has to be improved.

Affirmative action is implemented to satisfy the needs of the majority in the work force. The necessity of affirmative action and its implementation is investigated with the aim of affording the majority of the labour force the opportunity to be trained.

The main aim of this study is to highlight the necessity of management training in a changing environment. It is important that hotel management identify these changes and take action accordingly in order to remain competitive.

SINOPSIS

NAAM   Francis, C.V.

GRAAD   MCom(Strategiese Bestuur) (Verhandeling)

TITEL   Die belangrikheid van bestuursopleiding in die hotelbedryf

UNIVERSITEIT   Randse Afrikaanse Universiteit

STUDIELEIER   Professor N. Lessing

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BLADSYE   216

Die Suid-Afrikaanse hotelbedryf word gekenmerk deur arbeidintensiteit, hoë arbeidsomsetsyfers en 'n groot tekort aan opgeleide mannekrag.

Met die instelling van die nasionale graderingskema en die toename in toeriste, beide plaaslik en internasionaal, is meer druk op hotelle geplaas om die kwaliteit van hulle dienste te verbeter. Die verbetering van kwaliteit dienslewering word direk aan goed opgeleide personeel gekoppel. Die groot vraag wat ontstaan is dus : *"Beskik ons oor die nodige mannekrag?"* Die antwoord is *"nee"*.

Om die bogenoemde probleem op te los, is bestuursopleiding en bestuursontwikkelingsprogramme van kardinale belang. Topbestuur in hotelle moet meer belangstelling en toegewydheid ten opsigte van bestuursopleiding en ontwikkeling toon.

Opleiding aan kolleges, technikons en universiteite is onder oë geneem om vas te stel of die studente aan die verwagting van die bedryf voldoen. Die meeste van hierdie studente beskik oor die nodige teoretiese bestuursopleiding, maar praktiese opleiding moet opgeskerp word (indiensopleiding).

Om die behoeftes van die oorgrote meerderheid te bevredig, word regstellende aksie ook opgevolg. In hierdie studie word die noodsaaklikheid van regstellende aksie en die dringendheid ten opsigte van implementering daarvan ondersoek. Die doel hiervan is om die oorgrote meerderheid van die arbeidsmag die geleentheid te bied om opgelei te word.

Die hoofdoel van hierdie studie is om die noodsaaklikheid van bestuursopleiding uit te lig in 'n toenemende veranderende omgewing. Dit is belangrik vir hotelbestuur om hierdie veranderinge te identifiseer en die nodige aksie te neem om altyd mededingend te bly.

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LIST OF ACRONYMS

AA	Affirmative Action
FEDHASA	Federated Hospitality Association of South Africa
HITB	Hospitality Industry Training Board
IPM	Institute of Personnel Management
MR's	Monthly reports
NPI	National Productivity Institute
NTF	National Tourism Form
NQ's	National Qualifications
RCC	Restaurant and Commercial Cookery Course
RDP	Reconstruction and Development Programme
SACCAWU	S A Catering and Commercial Allied Workers Union
SATOUR	South African Tourism Board
S A	South Africa
TWR	Technikon Witwatersrand

CHAPTER 1
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UNIVERSITY
OF
JOHANNESBURG

1. INTRODUCTION

1.1 BACKGROUND

South Africa is on the verge of becoming the major industrial nation of Africa, because of its natural resources, some skilled labour and advanced technology. The 27 April 1994 saw the beginning of a new era in the life of every South African citizen. The positive outcome of the election had a major influence on investor confidence with large promises from the USA, UK and Japan.

The last decade in South Africa was a very trying period for the hospitality industry. Never in the history of the industry has it seen more hotels, guest houses and restaurants close down. Foreign visitors to the country reached an all time low of about ±500 000 people (of which ±200 000 were refugees from African countries). The major contributing factors to all this, were economic, political instability, and violence. The last two factors portrayed a very negative picture to the outside world which forced tourists to find a better alternative.

The government sees tourism and eco-tourism as a short term solution to the problem. This is a way to inject new life into the down-sloping economy. Increasing tourism will create more jobs, bring foreign currency into the country and the short term costs attached to this will almost be non-existent. To make this possible the Government has to reduce it's restrictions on international flights by allowing more airlines to fly the overseas routes, giving airlines more freedom to set prices and easing the limits of charter flights. Certain legislation on tourism will also have to be removed or revised.

A model developed by Delano Caras, Chief Executive of Kessel Feinstein Consulting, shows that the flow of tourism from overseas had been interrupted by the 1976 Soweto riots and the former State President, P W Botha's infamous Rubicon speech in 1985. South Africa would already have been attracting 6 to 7 million overseas tourists a year, about 15 times what it attracts now. SATOUR statistics revealed that 432 000 visitors from Europe visited South Africa during 1991 (Financial Mail, May 29, 1992 : 18 - 20).

The real target market for South Africa is those who come by air, whether from overseas or Africa. Mr Arthur Gillis, Managing Director of the Protea Hotel Group (Financial Mail, May 29, 1992 : 18 - 20), speculates that South Africa could be earning R38,5 billion over the next five years, allowing a 25 - 30% compound growth rate. To realise this dream, 1 006 039 rooms will have to be sold to foreign tourists. Places of preference will be as follows :

TABLE 1.1
PLACES OF PREFERENCE

Region	Rooms
Johannesburg	359 077
Eastern Transvaal	61 885
Durban and Umhlanga	152 566
Rest of Natal	66 788
Garden Route	110 718
Cape Peninsula	255 015
TOTAL	1 006 039

(Source : Financial Mail, May 29, 1992 : 18)

FEDHASA's Mr Peter Hearfield (FEDHASA conference, 1992) feels that the influx will be gradual and that the hospitality industry will cope for the time being. Hotels nationwide are currently operating at an average room occupancy rate of 49%. This in relation to a figure of 65% in 1982 (BFA - 1983) and 53% in 1985 (BFA - 1985). To have the infrastructure is fine but where will the staff come from and will they be in a position to provide good quality service.

In providing accommodation and other services to foreigners and local tourists, the hospitality industry is faced with the following problems :

- quality and affordable accommodation;
- good quality service;
- escalation of building costs and operating costs;
- rate of staff turnover;
- competitive salary scales;
- gender discrimination;
- union involvement (SACCAWU);
- appointment of staff which will be representative of the entire South African population (affirmative action); and
- hotel grading system.

The current grading system of hotels needs serious and urgent attention to keep track with an everchanging environment (according to the Knobel report - 1965). It is important that the current grading system be evaluated according to the need structure of tourists. In line with this trend, new project concepts like City Lodges, Town Lodges and the Southern Sun 5-tier product line (5-star hotels, 4-star hotels, Holiday Inns, Holiday Inn Garden Courts, Formula 1) were introduced. The main reason for this line of thinking is :

- □ low occupancy rates;

- □ low turnover;

- □ high operating costs;

- □ labour disputes; and

- □ availability of skilled manpower.

1.2 PROBLEM SITUATION

The shortage of skilled and semi-skilled manpower is one of the distinctive characteristics of the South African Hospitality industry. South Africa with it's unique situation is experiencing a tremendous shortage of trained staff right across the colour spectrums.

"It implies that our people should be better equipped to do more productive work. Here is South Africa with our unique situation - our shortage of trained whites and an abundance of untrained blacks - there is plenty that could be done. It is not only imperative that everybody should be trained, but also that they should be effectively employed".

The manpower situation of the South African Hotel Industry is illustrated as follows :

TABLE 1.2
STAFF MIX FOR A PARTICULAR HOTEL GROUP

JOB CATEGORY	Total		Whites		Coloured, Asian, Black	
	Male	Female	Male	Female	Male	Female
General Manager & Deputy General Manager	74	17	71	17	3	0
Functional Managers	285	166	216	137	69	29
Supervisors	547	418	101	169	446	249
General staff	2 074	1 996	74	243	2 000	1 753
TOTAL	2 980	2 597	462	566	2 518	2 031
	5 577		1 028 18%		4 549 82%	

Source : Highly confidential - 1994.

It is evident from these statistics that 82% blacks to 18% whites are currently working for one of South Africa's largest hotel company's. As far as top and middle management positions are concerned, white males occupy 62% in relation to 2,8% for black males. White females on the other hand occupy 27% in relation to 1,4% for black females. These alarming statistics is a cause of great concern. The tragedy of the situation is that more than 50% of the workforce is semi-skilled or unskilled. This is an indication that more in-service training should be offered to existing staff, especially management training. Many employees grew as the hotel industry grew and gained more skills over the years, but only technical skills in most cases was offered and acquired. This implies that more theoretical knowledge must be acquired and also implemented in the work situation.

The high level of staff turnover is an immense and distinctive problem of the hospitality industry. One of the reasons for this high level of staff turnover can be ascribed to lack of training. It is estimated that the industry suffers a 50 - 60% rate annually. Of all the graduates from the TWR Hotel School since 1981 only 50% are still active in the industry. (Hotel and Caterer - June 1994 : 37 - 38).

The alarming rate of staff turnover causes tremedous stress and problems to the industry. As a result of the change in the need structure of man, greater demands are made on middle and top-level managers. This can be ascribed to the following :

☐ greater demands on quality and service is expected by the general public;

☐ that the Hotel Boards grading system place great demand on staff to comply with prescribed standard; and

◻   that hotels are becoming more profit orienated.

It is evident that training, especially management training, will be an important yardstick to tackle the above problem and eventually reduce it to an acceptable level.

In the past, the industry had the tendency to neglect training and especially management training. Financial difficulties are always used as an excuse for neglecting training. Most top level managers come from a background of very little formal or management training. In the past most hotels were managed by the owner, according to his principles of management. In most cases it was in contrast to proper management principles.

For the industry to be successful, facilities and institutions, apart from the existing ones, must be established to address the problems.

1.3   OBJECTIVES OF STUDY

The aim of this dissertation is to : 1. give a short overview on the development of management training in South Africa over the years; 2. highlight the current shortcomings; 3. critical analyse and evaluate the training provided at the established hotel schools in the country and the programmes runned by the Hospitality Industry Training Board (HITB);   4. the influence and impact of affirmative action; and 5. attention will be given to the following points :

◻   qualifications of lectures and training staff,

◻   increase levels of productivity;

- □ job satisfaction;

- □ more effectiveness and efficiency; and

- □ labour intensive training.

1.4 METHOD OF STUDY

Very little academic literature is readily available on the South African Hospitality industry and therefore the writer will heavily rely on :

- □ Hospitality Industry Training Board information (1980 - 1994);

- □ Hotelier and Caterer;

- □ Newspaper articles;

- □ International Hotel journals;

- □ Reports;

- □ Dissertations and thesises; and

- □ Interviews and investigations.

The information from the above sources will enable the writer to carefully evaluate the current hotel management training programmes and identify as far as possible all shortcomings to the whole process.

1.5 SEGMENTATION OF CHAPTER

The segmentation of chapter are shortly described as :

Chapter 1 - Introduction.

The importance of the industry in South Africa stems from it's role as :

□   host to foreign visitors;

□   obtaining foreign currency; and

□   host to business men, local tourists and conference parties.

The dissertation would like to reveal the importance of management training in the Hotel Industry, as the industry prepares itself for a large influx of foreign visitors.

A critical evaluation will also be given on the effectiveness of management training at all institutions.

CHAPTER 2   THE HOTEL INDUSTRY, PAST, PRESENT AND FUTURE
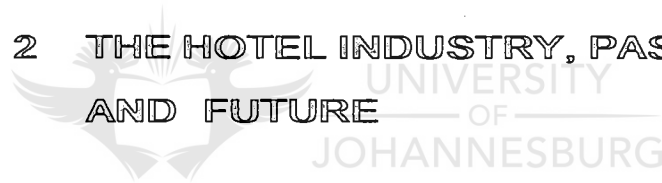
To formulate a picture on the emergence and development of the South African Hospitality Industry by means of a historical review and to point out that certain historical events did not only lead to the birth of the industry in South Africa, but had such a profound impact that their influence is still significant.

A critical overview of the current situation in the hotel industry will be given, as well as an expert view on what the future could be like.

The study aknowledges the contributions made by the various organisations in their efforts to prepare and train people for the industry :

- FEDHASA;
- HITB;
- Ex Hotel Training Board;
- South African Tourism Board; and
- Various commissions, reports and the Liquor Act of 1928.

CHAPTER 3 MANAGEMENT TRAINING AT THE TWR HOTEL SCHOOL AND OTHER INSTITUTIONS

The establishment of Hotel Schools and other institutions as formal training centres will be discussed in detail. The various management training programmes and syllabi will be compared and evaluated against the needs of the industry.

A better and more effective labour utilisation should take place through means of education, training and efficient management techniques. The industry calls for educated, trained men and women of high calibre and organising ability.

CHAPTER 4 EMPLOYEE EMPOWERMENT

Managers in the hospitality industry must train employees and empower them to handle most guest incidents on the spot and with good judgement -promptly, professionally and courteously. (Cornell Journal - May 1991, p. 58).

This statement will be evaluated in all facets of the hotels industry.

WHAT PROGRESS HAVE WE MADE IN SOUTH AFRICA AS FAR AS EMPLOYEE EMPOWERMENT IS CONCERNED?

CHAPTER 5 THE NECESSITY OF AFFIRMATIVE ACTION IN THE SOUTH AFRICAN HOTEL INDUSTRY TO FACILITATE SKILLS TRAINING AND MORE IMPORTANT MANAGEMENT TRAINING

To evaluate the personnel situation in the industry and to project future trends by means of a survey and analysis of manpower restraints and needs.

Gender discrimination is very rife in the hospitality industry, especially in hotels.

The writer will carefully study the effects and impact of affirmative action programmes that will be introduced. A detail study of the HITB's affirmative action programme will also be done. (National Vocational Qualifications - NVQ).

WILL THE AFFIRMATIVE ACTION PROGRAMMES IN SOUTH AFRICA FOCUS ON BLACK ADVANCEMENT ALONE?

CHAPTER 6   MANAGEMENT DEVELOPMENT

This chapter will constitute the identification of the need for management development in the South African hotel industry. The nature, context and extent of management development will be researched in an endeavour to exhibit the need for the development of managers in the South African hotel industry. Various components of management development, namely training, education and development, will be researched.

CHAPTER 7   CONCLUSIONS AND RECOMMEN= DATIONS

In conclusion positive recommendations, which will hopefully benefit the industry, will be made.

SYNOPSIS
CHAPTER 2
THE HOTEL INDUSTRY □ PAST, PRESENT
AND FUTURE

To formulate a picture of the emergence and development of the South African Hotel industry by means of an historical review and to point out that certain events of the industry had such a profound impact that their influence is still significant.

To evaluate the personnel situation in the industry and to project future trends in a new South African democarcy. Analysing the contributions made by organisations, such as the South African Tourism Board, FEDHASA, the Hotel Industries Training Board and the National Tourism Forum.

The promulgation of the Liquor Act No 30 of 1928, as amended, endeavoring to establish order in a disrupted liquor industry by forcing minimum requirements to apply for liquor licenses. The grading of hotels also gave tremendous status to the industry, but placed extreme pressure on hotels to meet certain requirements.

Statistical analysis show that the hotel scene does not compare to favourable with that of the rest of the world.

Poor training and lack of management insight could be seen as some of the reasons for this situation. The South African hotel industry is characterised by a lack of skilled labour and high staff turnover.

It is an industry with a great future in the new South Africa.

CHAPTER 2
THE HOTEL INDUSTRY □ PAST, PRESENT AND FUTURE

2.1 INTRODUCTION

The South African hospitality industry is diverse, it is made up of large and small hotels, restaurants, resorts, clubs and contracted food services for institutions (such as technikons, universities, schools, banks and hospitals). Each operation within the industry has its goals wishes to attain and can only be accomplished by qualified and trained staff.

The effective management of people in any business or industry is measured by employee productivity. The development and implementation of plans to yield more competent and productive staff is an integral part of the manager's job. Each manager must :

□ be able to identify when job performance can be improved;

□ know if training can be a helpful tool in the work improvement plan, especially management training and not just technical training;

□ understand the manager's role in training;

□ and determine whether training or any other work-improvement approach is effective.

The importance of managing people, the most important resource of any business, cannot be over-emphasized. This is especially so in the hotel industry since it is so labour intensive and because of this, people cannot be substitute or replaced with electronic equipment. Even with advanced technology, human

beings cannot be replaced, they form the backbone of the industry. They will continue to be the most important asset in the hospitality industry.

Managers should not just train, because everybody is doing it, or because of a feeling that training is good. Training should be done in relation with the identification of needs and wants. The trainers attitude towards and commitment to training efforts will greatly influence the eventual success and failure of the training effort.

Training is a process, and therefore some thought must be given to the task of organising it. Thoughts such as :

- When should training be done?
- Who should be responsible for training?
- What must be done to plan for the training activity?
- When and how will trainers know if the training has been successful?

2.2 THE BIRTH AND DEVELOPMENT OF THE SOUTH AFRICAN HOTEL INDUSTRY FROM 1652 TO 1994

The hospitality concept is a concept that is not unique to South Africa. In the bible the need for accommodation is mentioned several times, and the most noticeable one comes from Luke 2:7 :

"and she gave birth to her firstborn, a son. She wrapped him in clothes and placed him in a manger, because there was not room for them in the INN".

A simple instruction given to Jan van Riebeeck by the Council of XVII, to establish a refreshment centre at the Cape for passing ships to the East, gave birth to the South African Hospitality Industry. The first Inn, nothing comparable to what we know hotels to be like today, *"The House of Accommodation"* was established and opened its doors to the public on 18 May 1656, by Annatjie de Boerin. The Inn consisted of a large sleeping hall and very limited service areas for food and drink. Three other hotels opened in the Cape namely :

- Hotel Fountain, Cape Town, 1801;
- George Tavern, Heerengracht, 1810; and
- Hotel Royal, Paarl, 1820.

The inland movement of foreigners, resulted in the discovery of diamonds (1867) and gold (1871) and led to the development of towns like Kimberley, Bloemfontein, Johannesburg and Barberton. The foreigners spent most of their time in bars, as drink and recreation was their primary form of leisure. The hotels biggest portion of income came from the sale of liquor and accommodation and meals were of secondary importance.

Steyn, in his dissertation (1986) fully elaborates on the establishment of more hotels in areas such as George, Durban, Port Elizabeth, Johannesburg, Halfway House and Barberton, since 1834 to 1890.

In 1890, Johannesburg had a population of 10 331 inhabitants with 320 bars and 85 hotels, with some having their own restaurants. The objectives of all these hotels centered around the selling of liquor, and food and accommodation played a secondary and insignificant role. The misuse of alcohol led to various social and welfare problems. The overall picture portrayed by the industry, was one of

selling liquor and the misuse thereof. The service motive of hotels was totally overshadowed by the sale of liquor.

Since 1910 the tourism trade in South Africa took off at a rapid rate with the establishment of various organisations (directly or indirectly involved with tourism) such as :

- South African Railways and Publicity Department;
- Departement of Tourism;
- FEDHASA;
- The Hotel Board; and
- The Liquor Board.

The establishment of the Liquor Board and legislation such as the Liquor Act of 1928, was instituted to formalize the hotel industry and to operate according acceptable business and moral ethics. Over the years, legislation changed and allowed the hotel industry to develop as we know it today.

The grading of hotels gave more status to the industry and resulted in better and higher quality service to guests. In 1970 we had 912 graded hotels in South Africa, today we have 1 199. Over the years we saw the development of different types of hotels to satisfy the wider variety of guests and tourists needs. Southern Sun introduced their five tier product line, with City Lodges, Town Lodges, guest houses and coach houses opening at a rapid rate. For the future, the National Tourism Forum is also hard at work establishing guest houses in townships around South Africa.

2.3 TOURISM

2.3.1 The development of the South African Tourism Board (SATOUR)

The preamble of the South African Tourism Board (SATOUR) reads :

"To develop the tourist trade of the Republic of South Africa by encouraging persons to visit the Republic and to travel about therein, to encourage residents to travel within the Republic, and to promote the development and improvement of accommodation facilities in order to achieve and maintain the highest possible standards in the quality of lodging, meals and service offered". (SATOUR, 1990 : 2).

Since its inception in October 1983, in terms of the South African Tourism Board Act, SATOUR is pursuing its objectives set out in its preamble. The establishment of the Board came to light as a result of the Governments rationalisation plan to government institutions. The Board currently manages the functions of the following three previous institutions :

- □ The Hotel Board;
- ▣ The South African Tourism Corporation; and
- □ a branch of the Department of Industry, Trade and Tourism.

2.3.2 Organisational structure of the Board

The Head Office structure of the Board accommodates the following departements :

□   Tourism promotion   National

                             International

                             Marketing

                             Production

□   Standards   Inspectorate

                             Training

                             Registration of Tour guides

□   Administration   Personnel

                             Finance

                             General

SATOUR consists of committees and management structures as set out in figure 2.1 (SATOUR, 1993 : 2).

2.3.3 Tourism development

During the past years, SATOUR initiated many actions and motivational drives to execute a three-year development strategy which was formulated in 1993. The change in the functions of the Board from a marketing body to a development facilitator, as formulated in the Strategic Framework for Tourism Development in South and Southern Africa, gained substantial momentum during the current year.

In terms of developing tourism, the Board concentrated on the following performance areas :
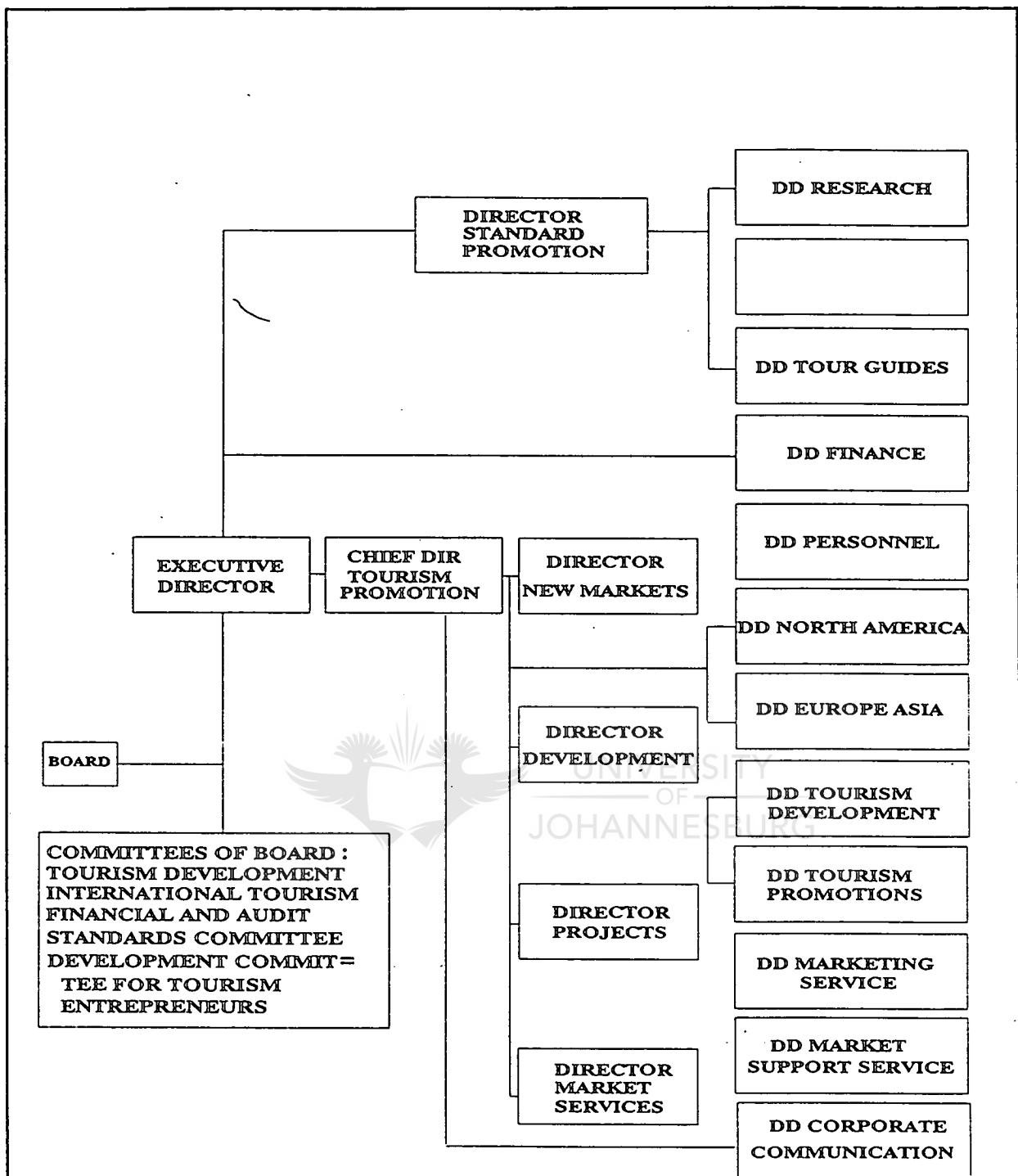
FIGURE 2.1

SATOUR ORGANISATIONAL STRUCTURE
NB : DEPUTY DIRECTOR - DD
(SOURCE : SATOUR, 1993 : 2)

2.3.3.1 The management of tourism information

The Board highlighted the need for tourist information centres for the benefit of the tourist and also the development of an information management system. This information is necessary to facilitate management and marketing decision making. An accreditation system for tourist information offices was introduced.

2.3.3.2 The creation of a tourism awareness among South Africans

The awareness campaign concentrated on various activities such as :

- a major national tourism awareness campaign, *"Tourism : Share the rewards"*;

- creating an awareness among the broader population by means of radio shows, exhibitions, visits to schools, dramatised tourism shows and presentations;

- exposing the underprivileged communities to the concept of tourism by means of a eight minute video, *"Tourism : The door to your Future"*;

- involving the youth of South Africa in the whole awareness drive. A brochure, *"Tourism and the Youth"* was subsequently published (SATOUR Annual Report, 1993 : 6).

2.3.3.3 The stimulation of tourism business development and entrepreneurship

The directorate of SATOUR plays an important facilitating role in stimulating business growth by means of :

- a series of workshops with emerging entrepreneurs;
- a brochure, *"How to start a Bed and Breakfast / Guest House establishment"*;
- a tourism investment data bank; and
- advertorial coverage in various international investment magazines (SATOUR, 1993 : 6).

2.3.3.4 The encouragement of effective land-use planning and environmental management practice in the tourism industry

The physical and cultural environment of South Africa is being acknowledged as a unique tourism selling feature. SATOUR regards the development of eco-tourism and its implications for the South African industry as of paramount importance. It was highlighted by :

- a policy framework, *"Tourism and the Environment"*;
- two successful eco-tourism conferences in Cape Town; and
- and SATOUR's participation in discussions to formulate a national coastal management policy (SATOUR, 1993 : 7).

2.3.4 Grading of hotels (Standard Promotions)

The aim of the Directorate, Standards Promotions, is to foster the development and improvement of standards in the hospitality industry in terms of service, hospitality and facilities. The way in which this is achieved, changed dramatically over the years.

On 1 October 1993, the Tourism Act No 72 of 1993, replaced the Hotel Act No 70 of 1965, and made a tremendous impact on the industry as far as the grading of hotels is concerned. This opened a way for voluntary National grading and Classification Scheme, replacing all the previous provisions of the former act.

At the end of September 1993, the grading situation of South African hotels was as follows :

TABLE 2.1
GRADING SITUATION IN SOUTH AFRICAN
HOTELS

Grading	Number
Five-star hotels	8
Four-star hotels	24
Three-star hotels	135
Two-star hotels	325
One-star hotels	707
TOTAL	1 199

(Source : HITB, 1993)

As indicated by table 2.1 above, the grading requirements are placing increasing pressure on the hotels to meet these requirements, dispute the negative elements of low occupancy rates and a weak economy. To meet the required standards, hotels are finding it difficult to cope as a result of low levels of qualified and semi-qualified staff. The lack of management training is the biggest concern.

In addition to the effective implementation of the scheme, which achieved widespread support from the industry, the directorate, together with the industry, is actively involved in the development of similar schemes for self catering, private game reserves and guest and country house accommodation.

To maintain standards in the industry, the directorate is also responsible for the registration and training of tourist guides. The new Tourism Act created the opportunity for change in terms of registration pertaining to tourist guides. The new system was devised and implemented in 1994. The grading requirements are set out in Tables 2.2 to 2.16.

2.4 FEDHASA

Previously, FEDHASA was the only official institution to represent all hotels, catering outlets and commercial cookery institutions. With the introduction of the HITB in 1986, it gradually took over most of the functions and duties of FEDHASA. The significant importance of FEDHASA is slowly diminishing.

Equally, both FEDHASA and the HITB have given considerable attention to the possibility of creating one total umbrella body covering the whole industry.

TABLE 2.2

CONDITIONS OF PARTICIPATION

Accommodation establishments participating in the National Grading and Classification Scheme are required to meet and abide by the following conditions:

- To undergo periodic assessments.

- To abide by the Code of Conduct of the Scheme.

- To pay Tourism Development levies as determined by SATOUR in agreement with representatives of the hospitality industry from time to time.

- That the display of SATOUR sign(s) and grading plaque(s) is subject to approval by SATOUR, and an agreement in writing to remove said sign(s) or plaque(s) should the establishment, for whatever reason, cease to participate in the Scheme.

- That participating establishments which are sold, may not continue to promote or be promoted using the SATOUR sign(s) or plaque(s) until that establishment has been re-assessed and/or continued promotion is agreed to by SATOUR in writing. If SATOUR is not notified either by the seller or purchaser within a period of 90 days of a sale, SATOUR shall consider that no agreement to use the SATOUR sign(s) or plaque(s) has been entered into.

- That a CLASSIFICATION, where applicable, may only be used in conjunction with an awarded grade and not independent of that grade.

- That all sleeping accommodation will be included in the assessment with the proviso that owners' and managements' private quarters and permanently allocated staff rooms will not be assessed.

- The structure, furnishings, fittings, decor and equipment to be of an acceptable state of repair and cleanliness.

- All furnishings, fittings, decor and equipment to be of a good standard and fit for the purpose intended.

- Establishments to have public liability insurance and the necessary trading license(s).

- That the applicant agrees to pay the Tourism Development levies to SATOUR upon demand, and SATOUR reserves the right to seek payment of outstanding levies through the appropriate channels.

- That SATOUR reserves the right to determine whether an establishment is fit for the purpose of participation in the Scheme, notwithstanding the fact that the establishment may meet with the conditions and requirements for Participation and Grading.

- That SATOUR reserves the right to refuse to accept an application for participation in the scheme and the right to insist that any establishment ceases to use Grading and Classification insignias, if applicable, in any form whatsoever. In such an event, SATOUR shall advise the applicant/participant of its reasons therefore.

- That SATOUR reserves the right to discontinue promotion of any establishment that ceases to participate in the scheme or to meet with the Conditions of Participation and applicable Grading Requirements.

- That a participant may, after a period of twelve months, voluntarily cease to participate in the scheme and in so doing, shall advise SATOUR of this decision in writing. Cessation of participation shall not become effective before the recorded date of receipt of said notification.

- That failure to observe the above conditions may result in the establishment ceasing to qualify for use of any SATOUR endorsement, and cessation of the establishment's continued participation in the scheme.

ABBREVIATED GRADING REQUIREMENTS
SERVICED ACCOMMODATION

For details and interpretations kindly refer to the grading requirements

NO	REQUIREMENT	1★	2★	3★	4★	5★
	The structure, furnishings, fittings, decor and equipment to be of an acceptable state of repair and cleanliness	★	★	★	★	★
	All furnishings, fittings, decor and equipment to be of a good standard and fit for the purpose intended	★	★	★	★	★
	Establishments to have public liability insurance and the necessary trading license(s)	★	★	★	★	★
	BEDROOMS					
1	Access to bedrooms and bathrooms for resident guests	★	★	★	★	★
2a	Each bedroom door fitted with a lock and key or equivalent	★	★	★	★	★
b	Each bedroom door fitted with internal securing device		★	★	★	★
3	Reasonable free space for easy access	★	★	★	★	★
4	Rugs or bedside mats, unless wall to wall carpeted	★	★	★	★	★
5	Minimum bed width for single and double beds	★	★	★	★	★
6	Headboards for all beds	★	★	★	★	★
7a	Mattresses to be inner-sprung or covered foam	★	★	★	★	★
b	Valance for bed base sets				★	★
8	Adequate bedding including 2 pillows (extra on request)	★	★	★	★	★
9	Bedspreads to be provided	★	★	★	★	★
10a	A bath and handtowel to be provided per guest	★	★	★	★	
b	Guest toiletries to be provided			★	★	★
c	A face-cloth to be provided				★	★
d	A handtowel and bathsheet to be provided per guest					★
11	A clean change of bedlinen and towelling – 2 x week	★	★			
	– every 2nd day			★		
	– daily				★	★

NO	REQUIREMENT	1★	2★	3★	4★	5★
12	Bedrooms and bathrooms fully serviced daily	★	★	★	★	★
13	Sufficient lighting	★	★	★	★	★
14	A bedside light per bed	★	★	★	★	★
15	A 15 amp earthed power socket	★	★	★	★	★
16a	A bedside table	★	★	★		
b	A bedside table per bed				★	★
17	An additional table with light					★
18a	A dressing table	★	★	★	★	★
b	A light directly related to the dressing table				★	★
19a	A mirror at the dressing table	★	★	★	★	★
b	A dressing mirror		★	★	★	★
20	Chairs and stools per single and double rooms	★	★	★	★	★
21	A wardrobe or built-in cupboard	★	★	★	★	★
22a	6 clothes-hangers with crossbars per room	★	★			
b	10 clothes-hangers with crossbars per double room			★	★	★
c	All clothes-hangers to have skirt hooks				★	★
23	Shelves or drawer space	★	★	★	★	★
24	An ashtray in bedrooms where smoking is permitted	★	★	★	★	★
25	A wastepaper basket	★	★	★	★	★
26	At least one external window and ventilation	★	★	★	★	★
27	Opaque curtains or screening at all windows	★	★	★	★	★
28a	Heating to be available	★	★			
b	Cooling to be available		★			
c	Heating to be provided				★	★

NO	REQUIREMENT	1☆	2☆	3☆	4☆	5☆
28d	Cooling to be provided			☆	☆	
e	Temperature control to be provided					☆
29a	Radio service on request	☆	☆			
b	Radio in each bedroom			☆	☆	☆
c	TV to be available	☆	☆	☆		
d	TV in each bedroom				☆	☆
e	Simulcast facility for TV					☆
30	Unused soap for each new letting	☆	☆	☆	☆	☆
31a	Drinking water supplied in bedrooms	☆	☆	☆	☆	☆
b	Ice or iced water in bedrooms on request			☆	☆	
c	Ice or iced water to be provided in bedrooms				☆	☆
32	At least one clothes-hook per bedroom	☆	☆	☆	☆	☆
33	A washbasin per bedroom without en-suite facilities	☆	☆			
34	A mirror, vanity shelf and towel rail at or near washbasin in bedrooms without en-suite facilities	☆	☆			
35	Fire and emergency procedure notices	☆	☆	☆	☆	☆
36a	Hairdryers available				☆	
b	Hairdryers provided				☆	☆
37a	A telephone for incoming and outgoing calls			☆	☆	☆
b	A telephone in the bathroom for incoming calls					☆
c	Unit charges to be made known in advance			☆	☆	☆
38	A stationery folder containing stationery and envelopes			☆	☆	☆
39	A 'do not disturb' notice			☆	☆	☆
40	Facial tissues to be provided			☆	☆	☆
41	Nightly turndown service				☆	☆
42	Suite(s) to be provided for guests					☆
	BATHROOMS					
43a	Bedrooms with private bath or shower room – 40%	☆				
b	Bedrooms with private bath or shower room – 70%		☆			
c	Bedrooms with en-suite bath or shower rooms – 100%			☆		
d	Bedrooms with en-suite bathrooms/showers with showers or separate shower cubicles – 100%				☆	☆
44	A grab handle to serve the shower facility	☆	☆	☆	☆	☆
45	Lockable communal bathroom/shower cubicles	☆	☆			
46	Running hot and cold water	☆	☆	☆	☆	☆
47	A clothes-hook in each bath/shower room	☆	☆	☆	☆	☆
48a	A sanitary bin with lid in – each private bath/shower room	☆	☆	☆	☆	☆
b	– ladies communal toilets	☆	☆			
49	A washable towelling bathmat	☆	☆	☆	☆	☆
50	Each toilet to have a seat and lid	☆	☆	☆	☆	☆
51	Toilet paper to be provided	☆	☆	☆	☆	☆
	PUBLIC CLOAKROOMS (Where provided)					
52	To be clearly indicated, lockable and private in respect of sexes	☆	☆	☆	☆	☆
53	Adequate lighting to be provided	☆	☆	☆	☆	☆
54	Soap and clean towels, a washbasin with running hot and cold water, a mirror in the washroom, a sanitary bin with lid in ladies toilet cubicles, toilets to have a seat and lid, toilet paper	☆	☆	☆	☆	☆
	BREAKFAST / DINING ROOM / RESTAURANT					
55a	A breakfast room or table space in bedrooms	☆				
b	A breakfast room		☆			
c	A restaurant/dining room			☆	☆	☆
56a	At least a continental breakfast	☆				
b	A cooked breakfast		☆			
c	A full breakfast and either lunch or dinner			☆		
d	A full breakfast and lunch and dinner				☆	☆
57	At least one hour of service per available meal	☆	☆	☆	☆	☆
58	Mealtimes to be advised/advertised	☆	☆	☆	☆	☆
59	Menus	☆	☆	☆	☆	☆
60	Self-service venues to provide table service on request				☆	☆
	RECEPTION AND RECEPTION SERVICES					
61a	Reception facility or means to call attention	☆	☆			
b	Reception facility and 16-hour service			☆		
c	Full reception services and 24-hour service				☆	☆
62	Applicable accommodation tariff available	☆	☆	☆	☆	☆
63a	Assistance with luggage on request	☆	☆	☆		
b	Porterage to be provided 16 hours a day				☆	
c	Porterage to be provided 24 hours a day					☆
64	A telephone on premises. Unit charges made known	☆	☆			
65a	Wake-up call service on request	☆	☆	☆		
b	24 hour wake-up call service				☆	☆
66a	Messages for guests to be recorded	☆	☆			
b	Messages for guests to be recorded and delivered			☆	☆	☆

NO	REQUIREMENT	1★	2★	3★	4★	5★
67	Name, address and telephone number of doctor	★	★	★	★	★
68a	Safekeeping facilities available			★	★	★
b	Safety deposit boxes available				★	★
69	Stamps and mailing facilities			★	★	★
70	Fax service				★	★
71	Availability of call and paging service				★	★
	ROOM SERVICE					
72	Early morning beverage service or self-making facility	★	★	★		
73	Service of light refreshments and light meals in bedrooms				★	★
74	Service of full meals in bedrooms during meal times				★	★
75	Service of alcoholic beverages in bedrooms				★	★
	OTHER SERVICES					
76a	Shoe cleaning facilities	★	★	★	★	★
b	Shoe cleaning service				★	★
77a	Provision for washing and ironing of guests' clothes			★		
b	Same day laundry service				★	★
c	Overnight laundry service					★
78a	Valet services to be available			★		
b	Valet service to be available until 20:00				★	
c	Valet service to be available until 23:00					★
79	Dry-cleaning service to be provided				★	★
	PUBLIC AREAS					
80	A lounge or seating in the lobby area				★	★
81a	Heating in enclosed public rooms to be available			★		
b	Heating and cooling to be provided in enclosed public rooms				★	
c	Temperature control in enclosed public rooms					★
	GENERAL					
82	Cutlery to be at least stainless steel	★	★	★	★	★
83	Staff uniforms	★	★	★	★	★
84	Provision of lifts	★	★	★	★	★
85	Provision of light shades	★	★	★	★	★
86	Provision of emergency guest supplies			★	★	★
87	Provision of newspapers			★	★	★
88	Parking and parking service				★	★

For details and interpretations kindly refer to the grading requirements

NOTES

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BEDROOMS

REQUIREMENT	INTERPRETATION
1. Access to bedrooms and bathrooms at all times for resident guests.	Guests should not be subjected to restricted usage of facilities during their tenure and access to/from non en-suite bathrooms through public areas (eg: lounges, reception), or through a kitchen is not acceptable.
2. Each bedroom door to be fitted with a serviceable lock and key (or equivalent) to ensure guest privacy.	Equivalent eg: key-card, code number mechanism etc.
3. Reasonable free space for easy access to beds, cupboard doors and drawers.	It should be noted that the floor space may be inadequate to accommodate additional furniture requirements for higher gradings.
4. Rugs or bedside mats, unless wall to wall carpeted.	
5. Minimum width of beds: single - 900 mm (except children's beds) double - 1370 mm	A bed of less than 900 mm width is regarded as a child's bed.
6. Headboards for all beds.	Not required for a child's bed.
7. Mattresses to be inner-sprung or covered foam of a thickness of not less than 120 mm.	
8. Adequate bedding including two pillows. Extra pillows and blankets on request.	At least two blankets per bed to be available A duvet, if provided, may serve the purpose of two blankets.
9. Bedspreads to be provided.	In one and two star establishments, a duvet may serve the purpose of the second sheet and bedspread.
10. A bath and hand towel for every new guest.	
11. A clean change of bed linen and towelling at least twice per week.	Establishments should increase the frequency of this service if so requested by a guest.
12. Bedrooms and bathrooms to be fully serviced daily.	

REQUIREMENT	INTERPRETATION
13. Lighting of at least 15 watt/ m² of floor space to be provided (bedrooms separated from bathrooms).	For establishments generating own electricity or equivalent, the requirement may be relaxed.
14. A bedside light per bed, controllable or within reach of the bed.	A bedside light is not required for a child's bed.
15. A 15 amp earthed power-socket.	For establishments generating their own electricity or equivalent, this requirement may be relaxed.
16. A bedside table.	One table separating two beds is acceptable. Not required for a child's bed.
17. A dressing table.	In 1 – 4 star establishments, an equivalent to a dressing table, serving the purpose of a dressing table is acceptable. This may be located in the private or en-suite bathroom. Not required for a bedroom, designated to sleep children only.
18. A mirror at the dressing table or equivalent if applicable.	In 1 – 3 star establishments, a mirror not situated at the dressing table or equivalent, but located adjacent to or in the vicinity may serve the purpose.
19. A chair per single room and two chairs or a couch per double room.	In 1 – 3 star establishments, a comfortable stool may be substituted for a second chair in a double room.
20. A wardrobe or built-in cupboard with doors.	In 1 – 2 star establishments, purpose built hanging space without doors is acceptable.
21. Six clothes hangers, not of wire, with crossbars per room.	
22. Adequate shelves or drawer space.	
23. An ashtray in bedrooms where smoking is permitted.	
24. A wastepaper basket in each bedroom.	Non-flammable baskets are desirable.

Requirements in **bold *italic* type** indicate a strengthening for higher grades

REQUIREMENT	INTERPRETATION
25. At least one external window and adequate ventilation in each bedroom.	Where airconditioning is provided, the windows need not be openable.
26. Opaque curtains or equivalent screening at all windows and if necessary fanlights where applicable.	
27. *Heating to be available.*	Portable heaters are acceptable as is underfloor heating. This requirement may be waived in those geographical areas where the absence of heating is not considered to detract from the comfort of the guest.
28. *Radio service on request.*	Portable radio(s) are acceptable.
29. *Colour TV in each bedroom or in the lounge in the case of a suite.*	Dependent on signal availability. In the case of 1 – 3 star establishments, a lounge (divorced of a bar) with a TV for guest useage will serve the purpose in the absence of a TV in each bedroom.
30. Unused soap for each new letting.	
31. One drinking glass per guest and drinking water supply to be provided.	
32. At least one clothes-hook in each bedroom.	
33. A washbasin in each bedroom without a private bath/shower room.	
34. A mirror, vanity shelf (or slab) and a towel rail at or near the washbasin in each bedroom without private bath/shower room, or where so provided, in the private and communal bath/shower rooms.	Refer to percentage private bath/shower rooms under "Bathrooms and sanitation". A clothes-hook does not serve the purpose of a towel rail.
35. A fire and emergency procedure notice to be displayed on or near the exit door of each bedroom.	Establishments with five or less bedrooms may communicate this information verbally to their guest(s) on arrival.

BATHROOMS AND SANITATION

An en-suite bath or shower room forms a single unit with a bedroom. It shall also have a toilet and washbasin. A private bath/shower room is one which is not en-suite but which is solely designated for the private usage of the occupant(s) of a specific bedroom, is situated reasonably close to the specific bedroom concerned and is provided with a key for locking. It will have a toilet and washbasin (if the latter is not in the bedroom).

REQUIREMENT	INTERPRETATION
36. *At least forty percent (40%) of the bedrooms to have en-suite bath/shower rooms.*	Establishments registered as a hotel at 31 July 1993, not meeting the requirement, have until 1 January 1995 to do so.

REQUIREMENT	INTERPRETATION
37. A grab-handle above the bath to serve an over-bath shower, where so provided.	Grab-handles affixed to a bath are not considered to serve the purpose of a shower grab-handle, unless wall construction (eg: dry- or hollow-core) leaves no alternative. In respect of establishments registered as a hotel on 31 July 1993, the absence of a grab-handle is acceptable.
38. Communal bath and/or shower rooms and toilets, with lockable doors to be provided on each floor containing bedrooms without private bath/shower rooms.	At least one bath/shower room and toilet for every six beds to be provided. A double bed is regarded as two beds.
39. Running hot and cold water serving all washbasins, baths and showers .	
40. A clothes-hook in each bath/shower room.	This requirement is divorced from any clothes-hook in the bedroom and does not serve the purpose of a towel-rail.
41. A sanitary bin with a lid in each private/en-suite bath/shower room and, where provided, in each communal toilet serving ladies.	In en-suite/private bath/shower rooms, a disposable bin liner in a bin may serve as a bin with a lid.
42. A washable towelling bath mat in each bath/shower room.	Mats in communal bath/shower rooms changed at least daily. In private bathrooms, a mat for each new letting and changed as per linen and towelling change requirement.
43. Each toilet to have a seat and lid.	Certain toilets that are so designed may preclude the necessity of a lid.
44. Toilet paper to be provided.	

PUBLIC CLOAKROOMS (Where provided)

REQUIREMENT	INTERPRETATION
45. To be clearly indicated, lockable and privacy in respect of the sexes to be assured.	
46. Adequate lighting to be provided.	
47. The following shall be maintained: Soap and clean towels, (or other means of drying hands); a washbasin with running hot and cold water; a mirror in the washroom; a toilet seat and lid; toilet paper; a sanitary bin with a lid in each ladies toilet.	Establishments registered as a hotel by 31 July 1993 may provide running cold water only at the washbasin, within the grade held at the above mentioned date.

BREAKFAST ROOM / DINING ROOM / RESTAURANTS

REQUIREMENT	INTERPRETATION
48. *A breakfast room, unless meals are served in the bedrooms only.*	Where meals are served in bedrooms, sufficient table space to be available.
49. *At least a continental breakfast to be served.*	A *continental breakfast* consists of at least fruit juice, cereal (hot or cold), milk, toast or bread rolls, preserves, butter or margarine and tea and coffee.
50. At least one hour of service per available meal.	
51. Mealtimes to be advised/advertised.	
52. A priced menu available on request for each meal served.	Establishments catering solely to residents and their guests, whose tariffs include the price of the meal(s), need not provide a priced menu. Establishments of five or less bedrooms may advise the guest verbally of the available dishes as an alternative to the provision of a menu. For self-service presentations, the ruling price of the meal, and not the menu, need be displayed or in the case of establishments of five or less bedrooms, advised.

RECEPTION AND RECEPTION SERVICES

REQUIREMENT	INTERPRETATION
53. *A reception facility or a means to call for attention.*	An area or facility at which guests are welcomed constitutes a reception facility. A bar or bar counter does not serve this purpose.
54. The applicable accommodation tariff to be conveyed to a guest on arrival *or* displayed at the reception facility.	
55. *Assistance with luggage provided on request.*	
56. *A telephone on the premises for guests' usage. Unit charges to be made known to guests in advance.*	Where a pay phone is not available, and in the absence of a private phone in the bedroom, proprietors/hosts to offer the usage of their private telephone for which a charge may be made.
57. *Wake-up call service on request.*	The provision of an alarm clock may serve this purpose.

REQUIREMENT	INTERPRETATION
58. *Messages for guests to be recorded.*	
59. *The name, address and telephone number of a medical practitioner practising in the locality to be available, and at the request of a guest said practitioner to be contacted.*	Relative information in regard to a local hospital is equally sufficient.

ROOM SERVICE

REQUIREMENT	INTERPRETATION
60. *Early morning tea/coffee service to be provided unless bedrooms are equipped with beverage-making facilities.*	

OTHER SERVICES

REQUIREMENT	INTERPRETATION
SHOE CLEANING	
61. *Self-cleaning facilities to be provided in each bedroom, or service on request.*	A shoe-cleaning machine accessible to both sexes may substitute the self-cleaning facilities in the bedrooms.

GENERAL

REQUIREMENT	INTERPRETATION
62. Cutlery to be at least stainless steel. Plastic, polystyrene (or similar) crockery/"glassware" is not acceptable.	In swimming pool areas, plastic type "glassware" is acceptable. Sealed, boxed or wrapped teaspoons/stirrer sticks may be used for self-making tea/coffee facilities in 1-3 star establishments.
63. Staff to be appropriately, cleanly and neatly dressed.	
64. At least one lift if the building comprises more than two floors.	All floors above and below ground level (excluding mezzanines) providing accommodation and amenities for guests are taken into consideration. *Ground floor does not constitute a floor for the purpose of this requirement.*
65. Light bulbs (unless decorative) to have covers or shades.	

Requirements in *bold italic type* indicate a strengthening for higher grades

GRADING REQUIREMENTS
TWO STAR ESTABLISHMENTS

All the requirements for One Star plus...

BEDROOMS

REQUIREMENT	INTERPRETATION
1. Each bedroom door to be fitted with an independent internal securing device.	A wishbone, safety chain, bolt or additional safety lock mechanism as part of the door lock is acceptable.
2. *A dressing mirror exclusive of one in the bathroom.*	This mirror, if so located, may serve as the mirror required for the dressing table in 2 – 4 star establishments.
Cooling to be available.	Portable fans are acceptable.
Ice or iced water to be provided on request or ice making facilities for guests' usage 24 hours a day.	Where ice making facilities are provided, ice buckets or similar to be available to guests.

BREAKFAST ROOM / DINING ROOM / RESTAURANTS

REQUIREMENT	INTERPRETATION
6. *A breakfast room.*	
7. *A cooked breakfast.*	A *cooked breakfast* consists of at least bacon/ sausage/ eggs, in addition to the requirements for a continental breakfast. Boiled eggs only are not regarded as a cooked breakfast. Wherever practical, and taking cognisance of our climate, the offering of fresh fruit is recommended.

BATHROOMS AND SANITATION

REQUIREMENT	INTERPRETATION
5. *At least seventy percent (70%) of the bedrooms to have a private or en-suite bath/shower room.*	Establishments registered as a hotel at 31 July 1993, not meeting the requirement, have until 1 January 1995 to do so.

Requirements in *bold italic type* indicate a strengthening for higher grades

GRADING REQUIREMENTS
THREE STAR ESTABLISHMENTS

All the requirements for Two Star plus...

BEDROOMS

REQUIREMENT	INTERPRETATION
1. *A clean change of bed linen and towelling at least every second day.*	Establishments should increase the frequency of this service if so requested by a guest.
2. *Hairdryers to be available on request.*	
3. A light, directly related to the dressing table or equivalent.	
4. An additional four clothes-hangers, not of wire, with cross-bars in each double room.	
5. *Heating to be provided for each bedroom.*	Portable heaters are acceptable as is under floor heating in a bedroom. This requirement may be waived in part in those geographical areas where the absence of heating is not considered to detract from the comfort of the guest(s).
6. *Cooling to be provided for each bedroom.*	Portable fans are acceptable.
7. *Radio in each bedroom or in the lounge in the case of a suite.*	Portable radio(s) for each bedroom may serve purpose.
8. *Telephones in all bedrooms for incoming and outgoing calls.* Unit charges to be made known in advance. *Service available for 16 hours a day.*	
9. Stationery folders containing stationery and envelopes in each bedroom.	
10. A 'do not disturb' notice.	
11. Facial tissues in each bedroom or bathroom.	

BATHROOMS AND SANITATION

REQUIREMENT	INTERPRETATION
12. *One hundred percent (100%) of the bedrooms to have an en-suite bath/shower room.*	
13. Toiletries to be provided.	Guest toiletries to include shampoo and foam bath in addition to soap.

BREAKFAST ROOM / DINING ROOM / RESTAURANTS

REQUIREMENT	INTERPRETATION
14. A restaurant/dining room.	The breakfast room may serve this purpose.
15. *A full breakfast and either lunch or dinner.*	A *full breakfast* is a cooked breakfast with the addition of at least yoghurt, cereals (hot and cold) and two additional main items eg: fish, offal, steak, cold meats, cheese, etc. Establishments not catering to non-residents/ passing trade may provide either the lunch or dinner by prior arrangement only, with this facility being made known to guests.

Requirements in *bold italic type* indicate a strengthening for higher grades

RECEPTION AND RECEPTION SERVICES

REQUIREMENT	INTERPRETATION
16. *Reception facilities and service for 16 hours a day and a member of staff who can be summoned by means of a bell or similar device 24 hours a day.*	
17. *Safekeeping facilities to be available.*	A general safe or safety-deposit box(es) to be available.
18. Stamps and mailing facilities to be provided.	In the absence of stamps on the premises, these may be acquired when posting guests' letters.
19. Messages for guests to be recorded and delivered.	

OTHER SERVICES

REQUIREMENT	INTERPRETATION
LAUNDRY, VALET AND DRY-CLEANING	
20. *Provision to be made for the washing and ironing of guests' clothes, either on or off the premises.*	Excluding weekends and public holidays.
21. *Valet service to be available by arrangement.*	The provision of an iron and ironing board to a guest on request is acceptable.

PUBLIC AREAS

REQUIREMENT	INTERPRETATION
22. *Heating in enclosed public rooms to be available.*	This requirement may be waived in part in those geographical areas where its absence is not considered to detract from the comfort of the guest(s).

GENERAL

REQUIREMENT	INTERPRETATION
23. Emergency guest supplies to be available 24 hours a day.	Emergency supplies include: toothbrush; toothpaste; comb; shaving cream; razor; sanitary towels and sewing materials (needle and thread, etc.)
24. *Daily availability of newspapers on request.*	Subject to distribution availability.

Requirements in *bold italic type* indicate a strengthening for higher grades

GRADING REQUIREMENTS
FOUR STAR ESTABLISHMENTS

All the requirements for Three Star plus...

BEDROOMS

REQUIREMENT	INTERPRETATION
1. Valences (nightfrills) to be provided on all bed bases.	With due regard to the nature of the bed base.
2. A daily change of clean bed linen and towelling.	Establishments should increase the frequency if so requested by the guest.
3. Hairdryers to be provided in each bedroom or bathroom.	
4. Heating and cooling in each bedroom and in the lounge in the case of a suite.	
5. A bedside table to be provided per bed.	A bed of a width greater than 1375 mm to have a bedside table on both sides. Twin beds each of 1375 mm or less may share an adequately sized bedside table.
6. An additional chair or stool to be provided at the dressing table.	In respect of 4 star double rooms only, a chair at the dressing table may serve the purpose of the required second chair in the bedroom.
7. All clothes-hangers to have skirt hooks.	
8. Radio and colour TV in each bedroom *and* in the lounge in the case of a suite.	TV dependent upon signal availability.
9. *Telephones in all bedrooms for incoming and outgoing calls.* Unit charges to be made known in advance. Service available 24 hours a day.	
10. Ice or iced water to be provided in each bedroom.	
11. Turndown service to all bedrooms, nightly.	

BATHROOMS AND SANITATION

REQUIREMENT	INTERPRETATION
12. *All bedrooms to have en-suite bathrooms or at least ninety five percent (95%) of the bedrooms to have en-suite bathrooms with a bath; the balance to have a shower. Each bath to have an over-bath shower or separate shower cubicle to be provided.*	Telephone showers that may be sufficiently extended and affixed to the wall may serve the purpose of an over-bath shower.
13. A face cloth to be provided.	One per adult guest.

BREAKFAST ROOM / DINING ROOM / RESTAURANTS

REQUIREMENT	INTERPRETATION
14. A full breakfast, lunch and dinner.	A choice of dishes at all meals. Establishments not catering to non-residents/passing trade may provide lunch and dinner by prior arrangement only, with this facility being made known to guests.
15. Self-service venues to provide table-service on request.	

Requirements in *bold italic type* indicate a strengthening for higher grades

RECEPTION AND RECEPTION SERVICES

REQUIREMENT	INTERPRETATION
16. Full reception services by designated staff, available 24 hours a day.	*Full service* includes checking in/out, information, cashier service (including money exchange) and switchboard services.
17. *Porterage to be provided 16 hours a day.*	There is no requirement for staff to be permanently standing by, but where a guest requests service, this shall be provided.
18. Safety deposit boxes for guest usage.	The number of safety deposit boxes may not be less than 25% of the number of guest bedrooms.
19. 24 hour wake-up call service.	
20. Call/paging service to be available in public areas from 07:00 - 22:00 daily.	
21. Fax services to be available on the premises.	

ROOM SERVICE

REQUIREMENT	INTERPRETATION
22. *Service of light refreshments and light meals to the bedrooms between 06:00 and midnight.*	*Light Refreshments* means a choice of hot and cold beverages served with biscuits, pastries or sandwiches. *Light Meals* means a meal consisting of one course with a choice of either meat, poultry or fish, with accompanying beverages.
23. Service of full meals to the bedrooms during mealtimes.	
24. Service of alcoholic beverages to the bedrooms 24 hours a day.	4 star establishments offering stocked minibars in bedrooms may limit the service to these bedrooms between 06:00 and midnight.

OTHER SERVICES

REQUIREMENT	INTERPRETATION
SHOE CLEANING	
25. Self-cleaning facilities to be provided in each bedroom and service on request.	
LAUNDRY, VALET AND DRY-CLEANING	
26. *Same day laundry service.*	Excluding weekends and public holidays.
27. *Valet service to be available until 20:00 daily.*	Valet service means mending inclusive of a pressing service.
28. Dry-cleaning service to be provided.	The geographical location of an establishment may nullify this requirement.

PUBLIC AREAS

REQUIREMENT	INTERPRETATION
29. A lounge or seating in the lobby area.	A lounge coupled to a bar and being accessible to guests during bar hours only does not serve this purpose.
30. *Heating and cooling to be provided in each enclosed public room.*	In respect of heating, this requirement may be waived in part in those geographical areas where its absence is not considered to detract from the comfort of the guest(s).

GENERAL

REQUIREMENT	INTERPRETATION
31. *Parking to be provided or arrangements made by the establishment.*	

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GRADING REQUIREMENTS
FIVE STAR ESTABLISHMENTS

All the requirements for Four Star plus...

BEDROOMS

REQUIREMENT	INTERPRETATION
1. Suite(s) to be provided for guests according to the following bedroom ratio:	*A Suite* is a set of rooms comprising a permanent separate lounge, bedroom, bathroom and toilet facility, intended as a unit.
▫ 10 or less bedrooms: At least one bed-sitting room with en-suite bathroom	The bed sitting room shall be large enough to comfortably accommodate furniture that would normally be provided in a separate lounge.
▫ 11 - 20 bedrooms: at least one suite	
▫ 21 - 250 bedrooms: 4% of bedrooms to consist of suites	
▫ 251 + bedrooms: at least 10 suites	
2. A dressing table as distinct from a writing desk or similar.	
3. A dressing mirror, exclusive of the mirror in the bathroom, in addition to the dressing table mirror.	
4. At least one table, divorced of bedside or dressing table, with a direct light.	
5. A system which is able to maintain a temperature of between 20 and 24 degrees Celsius in each bedroom and in lounges of suites.	
6. Simulcast facilities to be provided for the TV.	Establishments registered as a hotel by 31 July 1993, and graded 5 star, not meeting with this requirement, have until 1 January 1995 to do so.
7. Telephones in all bedrooms for incoming and outgoing calls, and in bathrooms for incoming calls. Unit charges to be made known in advance. Service available 24 hours daily.	Hotels graded 5 star by 31 July 1993 in which this requirement was not provided in the bathroom, need not meet with this requirement.

BATHROOMS AND SANITATION

REQUIREMENT	INTERPRETATION
8. One hundred percent (100%) of the bedrooms to have en-suite bathrooms with a bath, each with an over-bath shower or separate shower cubicle.	Telephone showers that may be sufficiently extended and affixed to the wall may serve the purpose of an over-bath shower.
9. A hand towel and a bath sheet (minimum size 90 cm x 150 cm) for every new guest.	A bathrobe does not substitute a towel.

RECEPTION AND RECEPTION SERVICES

10. Porterage to be provided 24 hours a day.	

ROOM SERVICE

REQUIREMENT	INTERPRETATION
11. Service of light refreshments and light meals to the bedrooms 24 hours a day.	
12. Service of alcoholic beverages to bedrooms 24 hours a day.	Service to be provided irrespective of the provision of a stocked mini-bar in bedrooms / suites.
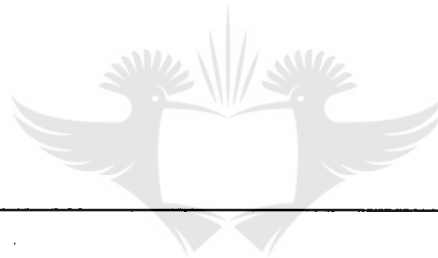
OTHER SERVICES

REQUIREMENT	INTERPRETATION
LAUNDRY, VALET AND DRY-CLEANING	
13. Same day and overnight laundry service to be provided.	Excluding weekends and public holidays.
14. Valet service to be available until 23:00 daily.	

PUBLIC AREAS

REQUIREMENT	INTERPRETATION
15. A system which is able to maintain a temperature of between 20 and 24 degrees Celsius to be provided in each enclosed public room.	

GENERAL

REQUIREMENT	INTERPRETATION
16. Daily availability and delivery of newspapers.	
17. Parking and parking service to be provided by the establishment.	Parking service relates to a car "jockey" service or alternatively the parking of guests' cars on request.

QUALITY CLASSIFICATION

All establishments in the star program of the serviced accommodation sector must achieve an approved classification as part of their grading. In addition, establishments may apply for a Silver Classification.

This enhanced classification is intended to recognise those establishments which, as a result of their high standards of service, hospitality, warmth of welcome and quality of furnishings, fittings and decor, distinguish themselves as well above the average. SATOUR will be launching the scheme with one enhanced classification, Silver.

Only those facilities and services that are provided, are assessed. A classification award is not influenced by the star grading held, nor the size, nature or style of the establishment.

In measuring the quality standards of that which is offered and provided, the balanced overall viewpoint cannot acknowledge individual areas of excellence. As assessments are made against standards based on 25 years of experience gained in assessing over 2 000 establishments annually, and on international experience in the hospitality field, such assessments may differ from the perceptions held by individual operators.

SATOUR's qualified Standards Consultants are carefully trained to make assessments fairly and consistently. In undertaking a Silver classification assessment, a standards consultant will overnight at your establishment, as any other guest, only making his or her presence known after having settled the account the following morning. The consultant will then discuss the findings of the assessment with you but will be unable to pronounce the classification findings. Final notification will only be made to you once the consultant's findings have been scrutinised and subjected to a weighting process at SATOUR's Head Office, based on overall consumer expectations.

Classified establishments will be assessed at least annually.

QUALITY CLASSIFICATION
continued

WHERE APPLICABLE, THE FOLLOWING ASPECTS ARE ASSESSED ON THE BASIS OF EXCELLENT, GOOD, ACCEPTABLE OR POOR, AND DEGREES THEREOF:

BEDROOMS:
- Furnishings, fittings & beds
- Linen & bedding
- Flooring & lighting
- Accessories & decor
- Housekeeping efficiency
- Guest information
- Heating & cooling
- Overall impressions/ ambience

BATHROOMS:
- Furniture, fittings & accessories
- Floors, walls & ceilings
- Lighting
- Bathroom guest supplies
- Housekeeping efficiency
- Overall impressions/ ambience

PUBLIC AREAS:
- Furnishings & fittings
- Decor, lighting & flooring
- Heating & cooling
- Housekeeping efficiency
- Atmosphere & ambience

RESTAURANTS & BARS:
- Furnishings & fittings
- Decor, flooring & lighting
- Heating & cooling
- Menu & winelist presentation
- Table appointments
- Cleanliness
- Atmosphere & ambience

SERVICE:
- Reception, porters & concierge
- Room service
- Breakfast, lunch & dinner – Presentation, quality & service
- Bar service
- Service to public areas

HOSPITALITY:
- Reception, porters & concierge
- Room service
- Restaurant
- Public areas
- Management

GENERAL:
- Public cloakrooms
- Parking
- Staff appearance
- Management involvement
- Buildings & grounds
- Leisure facilities
- Tourist information

APPEALS

Proprietors or managers that disagree with an awarded grade or classification may appeal against the decision.

Appeals should be submitted in writing, to the office of the Director : Standards Promotion within 21 days of the grading and or classification having been made known, and appeals should be accompanied by a fee of R350.00 plus V.A.T.

Appeal fees are non-refundable, except in those instances where, in the opinion of the Standards Committee of the Board, the earlier assessment was found not to have been a fair representation of the facts.

Appeal assessments will be undertaken by one consultant (or more consultants). An appeal assessment may involve an unannounced overnight stay, and in this event, after having settled the account in the morning, the consultant/s will make themselves known and will request the participation of the proprietor or manager for the remainder of the assessment.

The results of an appeal assessment are not made known during the assessment, but the proprietor or manager will be advised of the outcome by the office of the Director – Standards. The results of the appeal will over-ride those of the previous assessment and will be final.

It should be borne in mind that as assessments are made against the standards determined by the South African Tourism Board, and which are based on over 25 years of assessments of both large and small accommodation establishments. Standards may differ from those perceived by the proprietor or manager.

REGIONAL OFFICES

BLOEMFONTEIN
Tel. (051) 47 1362; Fax. (051) 47 0862

CAPE TOWN
Tel. (021) 21 6274; Fax. (021) 419 4875

DURBAN
Tel. (031) 304 7144; Fax. (031) 305 6693

EAST LONDON
Tel. (0431) 47 4730; Fax. (0431) 47 4731

JAN SMUTS AIRPORT – JOHANNESBURG
Tel. (011) 970 1669; Fax. (011) 394 1508

JOHANNESBURG
Tel. (011) 331 5241; Fax. (011) 331 5420

KIMBERLEY
Tel. (0531) 3 1434; Fax. (0531) 81 2937

NELSPRUIT
Tel. (01311) 4 4405/6; Fax. (01311) 4 4509

PIETERSBURG
Tel. (01521) 95 3025; Fax. (01521) 91 2654

PORT ELIZABETH
Tel. (041) 55 7761; Fax. (041) 55 4975

POTCHEFSTROOM
Tel. (0148) 93 1611; Fax. (0148) 2 2082

HEAD OFFICE
Tel. (012) 347 0600; Fax. (012) 45 4889

2.5 LIQUOR ACT NO 30 OF 1928 – AS AMENDED

2.5.1 The objective of the Act

At the turn of the century, the South African hotel industry was one of choas and total disarray. It was characterised by the ill discipline of owners and patrons, that eventually led to severe social and welfare problems. These characteristics included :

- small hotels with no accommodation facilities;
- most hotels concentrated on the sale of liquor; and
- no co-operation between hotels, local authorities and the government.

The main objective of the Act, was to create order and give possible direction to the South African hotel industry. These objectives can be further defined as :

- striving for better organisation and co-ordination in the industry;
- uplifting the moral standards in the industry; and
- developing *"watchdog"* organisations to keep an eye on the industry.

Over the years, the Act was amended several times (31 times), but the main objective of the Act was maintained.

2.5.2 Application of the Act

The control and issue of liquor licenses resorts under the auspices of the Liquor Board. The following categories of persons / institutions may apply for a liquor license :

- for consumption on the premises :

  ◊ hotels

  ◊ restaurants

  ◊ wine houses

  ◊ theaters

  ◊ clubs

  ◊ special licenses

  ◊ temporary licenses

- for consumption off the premises :

  ◊ wholesale liquor stores

  ◊ brewers

  ◊ grocers

  ◊ wine farmers

  ◊ sorghum beer brewers

  ◊ producers' licenses.

An application for a liquor license is considered by the Chairman of the Board, assisted by not less than two members of the Board.

2.5.3 Exemptions

According to the Act, the following persons / institutions may not be issued with a liquor license :

- premises occupied by state departments;

- a restaurant occupied and controlled by the SABC;

□ statutory institutions on the premises of public resorts, national parks and nature reserves;

□ on behalf of the principal of an educational institution, in a restaurant used for training purposes;

□ a wine collector;

□ and persons acting on behalf of cultural and welfare organisations.

Despite all the negative connotations of the past, the Liquor Act, succeeded in its purpose of transforming the hotel industry.

2.6 HOSPITALITY INDUSTRY TRAINING BOARD (HITB)

2.6.1 The objective of the HITB

The HITB was established to encourage employers to train staff, as so little training was taking place in the industry.

2.6.2 HITB Training Scheme

With the input from various industry representatives, the Board formulated a strategic plan which sets out its mission statement, strategies, key performance areas and the objectives of its standing committee such as the Training Scheme and National Qualification Project. Since October 1991, the Board had several strategic drives to formulate operational strategies for both the short and longer terms. The most noticeable one involves the implementation of the

recommendations of the White Paper on Tourism. In this regard the Board had fruitful discussions with various sectors of the hospitality industry, to link up with the activities of the Board.

In 1990, the National Productivity Institution did intensive research that highlighted the severe shortage of skills in the industry, particularly in middle and upper management levels, for instance (HITB, 1991 : 14) :

TABLE 2.3
SKILL REQUIREMENTS BY INDUSTRY

Skill	Requirements	Availability
Management	1 500	1 100
Chefs	500	250
Skills needs	6 000	2 000

(Source : NPI, 1990)

The shortage severly limit industrial growth in the current period of depressed economic activity. The problem will become more acute during the better times to come.

As far as training is concerned the Board achieved the following over the years:

□   since 1986 the Council has been successful in creating a growth of 70% in new training opportunities;

□   in-service trainees increased from 55 to 400;

□   Block Release to Hotel Schools and Regional Training Centers have more than doubled;

□   a new two year in-service course for Restaurant and Catering Management has been introduced;

□   a Managing Small Hotels course has been introduced in conjunction with the Small Business Advisory Bureau of Potchefstroom;

□   work undertaken to develop programmes for Food and Beverage and Front Office management;

□   initial action taken to develop a programme of in-service training for Club Management;

□   skills trainees are up from 550 and 2 000;

□   regional Training Centres are allocating up to 30% of their rebates to the industry, and will be increasing training by 70% throughout the country;

□   induction training for Cooks, Wine Stewards and Waiters have been updated;

□   customer relations training together with a programme for the development of Supervisors is doing well;

□   closely involved with the introduction and opening of the Cape and Bloemfontein Hotel Schools, and also the BCom(Hotel Management) at the University of Pretoria;

□   the introduction of a new course at Secondary Schools for Hotelkeeping and Catering. In 1991 the first one hundred matric students qualified, with more schools offering industrial education in the Transvaal;

□   two Technical Colleges have introduced entry level courses for cooks and waiters; and

□   very considerable council participation in all major career shows;

□   encouraging young people to recognize the worth while opportunities that exist within the hospitality industry (HITB, 1991 : 14 - 15).

Thus the Training Council has over the past years, provided a sound foundation for the introduction of the Hospitality Industries Training Board, which with its enlarged scope will become the largest organisation of its kind to be set up in South Africa.

Accreditation of qualifications is another intense problem for the Board. The system for processing accreditation application was streamlined and the Board formed a National Standards and Accreditation Committee, headed by Prof Ian Bellis.   Although, currently, courses are only registered, this first level accreditation will enable the industry to devote more time to finalising accreditation of National Vocational Qualifications (NVQ) and to move towards evaluation of training standards against international NVQ's.

2.6.3 Levy payments and grants

The scheme's objective is to encourage employers to train more staff, thereby promoting greater efficiency and productivity and creating better skilled staff, which could lead to greater job satisfaction and improved career opportunities.

The levy was introduced from 1 March 1992, with initial payments due in June 1992. Employers currently contribute R2 per employee to the fund.

Grants are only paid to organisations who are actively involved in training. In 1993 / 94 the Board paid out R3,6 million to employers which were up to a level of 80% of levies paid. Accordingly, the new grant system for the forthcoming year will allow bonuses for skills training and for the first time also recognizes Adult Basic Education (ABE).

2.6.4 The reconstruction of the Board

2.6.4.1 Problems within the HITB

As a result of an apparent unwillingness among certain employers in the Hospitality Industry to pay levies in terms of the Training Scheme, and certain dissatisfaction regarding their inclusion in the scheme, the Minister of Manpower was approached to appoint a team to investigate and resolve the matter. The investigating team was established in April 1993, consisting of three members of the National Training Board representing the employers, the providers of education and training, the state and one representative from each of the active trade unions in the industry.

The main problem that was highlighted after research and investigation appeared to be linked to the nature of representation of the industry on the Board and the benefits accruing to members of the industry in return for the levies paid (HITB, 1993 / 4 : 3).

2.6.4.2 Action taken to reconstruct the HITB

Several meeting and discussions were held with the HITB and representatives of different groups and sectors in the industry. In November 1993, at one series of meetings, fifty eight persons representing seventy four organisations, identified as being involved in the hospitality industry, clearly defined the requirements for the reconstruction of the HITB in terms of the needs of industry, i.e. whose primary function is hospitality.

The eight trade unions involved in the industry were briefed on the activities of the Investigation Team and their own role in future negotiations concerning the HITB. Employer organisations and trade unions decided unanimously that a democratically elected HITB would form part of an ongoing process which could see further changes in the structure and activities of the Board.

The HITB was subsequently restructured and several new appointments to the Board were made. The first meeting with the new Board, met in a spirit of reconciliation and reconstruction. In this vein they managed to solve the problems which led to their restructuring and pursued to :

⊡   a proposal to rename the HITB to reflect its new role which includes that of education;

□   the formation of an Executive Committee drawn from the five main sectors of the industry, and representatives of employers and trade unions;

□   the endorsing of the project to develop National Qualifications in the industry in line with those being proposed by the national Training Board; and

□   a revision of the levy system which satisfied the needs of the industry (HITB, 1993 / 4 : 4).

2.7   RECONSTRUCTION AND DEVELOPMENT PROGRAMME (RDP)

The RDP sees its first priority as developing an integrated system of education and training that provides equal opportunities to all irrespective of race, colour, sex, class, language, age, religion, geographical location, political or other opinion.   It must address the need for knowledge and skill that can be used to produce high-quality goods and services in such a way to enable us to develop our cultures, our society and our economy.

Education and training must strive for :

□   a single national ministry for education;

□   provincial departments responsible for the nine regions;

□   statutory bodies, based on appropriate democratic representation of stakeholders;

□   industry based education and training boards with union and employer participation; and

□   a statutory South African Qualification Authority with responsibility for accreditation, certification and the maintenance of national standards.

Attention should also be given to aspects such as :

□   girls and women in education and training;
□   an integrated qualification framework;
□   early childhood educare;
□   adult basic education and training; and
□   special education and compulsory school education.

For the hospitality industry, the RDP means education and training for skills development to be modular and outcome based and give recognition to prior learning and education. Developing transferable and portable skills with common standards that can be integrated within the national qualifications and accreditation system. Training programmes and schooling after standard seven should be part of the integrated system (RDP - ANC Congress, 1994).

2.8   NATIONAL TOURISM FORUM

The National Tourism Forum, is an African National Congress established organisation, spearheaded by P Mokaba, to develop tourism and eco-tourism in South Africa. It concentrates much of its efforts on the unspoilt nature of the Eastern Transvaal and Garden Route area, to expose tourists to the wonders of Africa. They are also busy with a pilot scheme to develop guest houses in

townships, to broaden the spectrum of hospitality to poorer communities (NTF Conference, May 1994).

2.9 CONCLUSIONS

As a result of trade agreements between communities, regions and countries, people moved around more frequently and the need for accommodation and food service increased rapidly. With economic conditions improving, more people began to travel and hotels opened along all the major routes. With hospitality and service being sold to the public, the hotel industry became an economic entity.

With the arrival of Jan van Riebeeck, The Great Trek, discovery of diamonds and gold, the South African hotel industry took shape along all major routes. The emphasis was placed on the sale of liquor, instead of accommodation and food service. The misuse of alchohol developed immense social and welfare problems for communities. Hotels operated according to no prescribed requirements and owners / managers operated on a basis that they saw fit to increase the sale of liquor (profit motive).

With governement intervention by means of the Liquor Act, the industry slowly conformed to ethical business norms. The industry became more streamlined and certain minimum requirements had to be met (grading of hotel). Various organisations were established over the years and each one of them made meaningful contributions in one way or the other.

The crucial shortcoming over the years lies in training and especially management training. Many organisations find it difficult to train their staff as a

result of a weak economy and a shortage of qualified trainers. Organisations who had the resources to train, basically concentrated on in-service on the job training. This particular training is skill orientated and not management orientated. The varying spectrum of knowledge of the South African population as a result of the *"apartheid"* education systems of the past, further impounds the problem. The imbalances of the past, left many people stranded and they found it difficult to take up jobs of their white counterparts. Of the entire hotel population in South Africa, white employees take up 17% but secures 90% of all management positions.

To address the imbalance, the HITB came to light in 1986. The main objective of the HITB is to encourage employers to train staff and use the levy system as an incentive to regain some of the money paid into the fund. With varying levels and standards of education, a common standard must be obtained to satisfy everybody in South Africa, and afford each and every person the opportunity to be educated or trained. The HITB's National Vocational Qualification is designed to address this imbalance and form an accreditation system acceptable to all South Africans.

Vocational training in South Africa has a great future and should be pursued at all cost, although the *"White Paper"* on education gives very vague guidelines for it. SAIDE - the ANC established institution for distance education, is actively working on programmes to unravel the evils of the past. Jack Foks, an Australian specialist on vocational training, is heading the team.

If tourism escalates as expected, the South African hotel industry will not be in a position to cope with the quality and standards expected by foreign visitors.

SYNOPSIS

CHAPTER 3

MANAGEMENT TRAINING AT THE TWR HOTEL SCHOOL

The TWR Hotel School makes a significant contribution to the manpower situation in the hospitality industry, as far as the training of management personnel is concerned. For years they have provided the industry with well groomed staff to satisfy the longing needs of customers.

The Hotel School offers five different courses namely :

- ☐ Hotel Management;
- ☐ Catering Management;
- ☐ Food Service Management;
- ☐ Restaurant and Commercial Cookery; and
- ☐ Block Release.

It provides an extensive variety of theoretical and practical subjects, including experiential training at a hotel or approved catering outlet.

During the training process the following aspects should be noted :

- ☐ education within training;
- ☐ adequate training facilities;
- ☐ motivation and guidance from lecturers;
- ☐ developmental opportunities;
- ☐ effective planning of syllabi;

- competent and willing staff;

- industry involvement in the compilation of study material; and

- opportunities for students to utilise knowledge and skills effectively.

CHAPTER 3

MANAGEMENT TRAINING AT THE TWR HOTEL SCHOOL

3.1   INTRODUCTION

3.2   THE DEVELOPMENT OF HOTEL SCHOOLS IN SOUTH AFRICA

3.3   THE RELATIONSHIP BETWEEN THE HOTEL SCHOOL AND THE HOTEL INDUSTRY

3.4   STUDENTS : GRADUATED FROM THE TWR HOTEL SCHOOL

3.5   ORGANISATIONAL STRUCTURE OF THE TWR HOTEL SCHOOL

3.6   COURSES OFFERED AT THE TWR HOTEL SCHOOL

    3.6.1   National Diploma in Catering Management

    3.6.2   National Diploma in Hotel Management

    3.6.3   BTech in Hotel and Catering Management

    3.6.4   Restaurant and Commercial Cookery (RCC)

    3.6.5   Block Release (Hotel Management)

3.7   NATIONAL DIPLOMA IN HOTEL MANAGEMENT

    3.7.1   Selection of students

    3.7.2   Curriculum

    3.7.3   Promotion requirements

    3.7.4   Experiential training

    3.7.5   Diploma requirements

3.8   THE STAFF OF THE HOTEL SCHOOL

    3.8.1   The appointment criteria for a lecturer at the hotel school

    3.8.2   Qualifications of staff

    3.8.3   Fringe benefits of staff

    3.8.4   Lecturers' involvement in the industry

3.1   INTRODUCTION

A number of successful hotel schools exist in the world today, of which the following are worth mentioning :

◻	USA	Cornell University
		Michigan State University
◻	England	Highbury Technical College
		University of Surrey
		Ealing Technical College
◻	Scotland	University of Strathclyde
◻	Netherlands	Maastrichtse
		Den Haagsche
◻	Switzerland	Lausanne
		Glion : Institute of advance training in hotel management
		Lucerne : Montana
		Ceasar Reitz

All the directors of the various hotel schools in the world meet in a different country every year. At these conferences syllabi, methods of teaching, duration of courses, practical application, exchange student programmes are discussed in detail.

Research done by M L Sultant Technical College (Durban) reveals that :

"The best hotelier in the world with the most favourable trading conditions - cannot successfully fulfil his function - short of providing the most essential

services to the public - rooms and food, if he does not have the necessary team of expertly trained and experienced staff at his elbow to do his bidding. No provision has been made at this stage to deal with this thorny problem, and the survey aims at focussing attention on the urgency of the matter". (M L Sultant, 1962).

The increase in standards of quality and service, is placing extreme pressure on hotel schools to keep in line with changing trends. The demand for more qualified staff is increasing daily.

Training in the hospitality industry started as early as 1930 in South Africa, with the Army and Railways training chefs and waiters.

3.2 THE DEVELOPMENT OF HOTEL SCHOOLS IN SOUTH AFRICA

The Knobel Commission (1964) of enquiry into the hotel industry, recommended the urgent establishment of various training centres. The following training centres were thus opened :

□ M L Sultan Technical College, Durban - 1956 (the School of Catering Services for Indians in the area and offered courses on reception, chefs, waiters and wine stewards).

□ Ga-Rankwa Hotel School - 1977 (catering for black South Africans and offered courses on waiter services and chefs, but very elementary).

□   Landdrost Hotel School - Cape Town - 1973 (basically offered courses to satisfy the needs of the industry in the Cape).

□   John Orr Technical High School - Johannesburg - 1972 (this particular school resorts under the ex-Transvaal Education Department and offers a syllabus in Hotel and Catering Studies since 1972. The curricula from standard 8 to standard 10 was and is as follows :

◊   English HG;

◊   Afrikaans HG;

◊   Maths HG / SG;

◊   Physical Science HG / SG;

◊   Business Economics HG / SG; and

◊   Hotel and Catering Studies SG.

□   Technikon Witwatersrand - Hotel School - 1963 (previously known as the Witwatersrand College for Advance Technical Education - offering course to white South Africans in hotel and catering. In 1969 the National Diploma in Hotel and Catering Management was instituted as recommended by the former Hotel Board).

□   Technikon Cape Town - Hotel School - 1989 (offering hotel management courses only).

□   University of Pretoria - 1982 - Graduate School of Management - Hotel Management.

□ Technikon Orange Free State - Hotel School (this is the latest hotel school in South Africa).

□ Carlton Hotel School - Johannesburg - 1994 (run by the Three Cities Group of hotels).

3.3 THE RELATIONSHIP BETWEEN THE HOTEL SCHOOL AND THE HOTEL INDUSTRY

The current relationship between the hotel school and the industry is a healthy one. Since the hotel school is instrumental in providing futuristic hotel managers, a keen interest must be shown from both parties.

Mutual points of discussion over the years included the following :

□ Proposed syllabi and content of study material, especially with the introduction of the BTech degree.

□ Liaise with training hotels to provide placements for final year students doing hotel practice.

□ Liaise with all hotels in South Africa to provide placements for first year students (during the April vacation) to give them an indepth introduction to the industry and what is excepted of them.

□ Having guest speakers from the industry to address students.

☐   Liaise with the HITB in connection with short courses to discuss syllabi and content of courses (RCC and Block Release).

3.4   STUDENTS GRADUATED FROM THE TWR HOTEL SCHOOL

Since the inception of the TWR Hotel School in 1969 one thousand seven hundred and seventeen students graduated by means of diplomas or certificates. Table 3.1 gives a detailed report of the number of students who graduated from 1987 to 1992.

TABLE 3.1
NUMBER OF STUDENTS WHO GRADUATED SINCE THE INCEPTION OF THE HOTEL SCHOOL, WITH MORE DETAIL COVERING THE PERIOD

Course	To 1986	1987	1988	1989	1990	1991	1992	Cumulative
ND Hotel Management	678	47	54	35	51	73	33	971
ND Catering Management	-	-	-	-	-	-	39	39
NC Hotel Reception	209	11	12	12	1	-	-	245
NHC Commercial Catering	292	31	28	28	44	39	-	462
								1 717

* ND = National Diploma
  NC = National Certificate
  NHC = National Higher Certificate

(Source : Examination Department : TWR)

* RCC and Block Release statistics have been left out because the HITB issue these certificates.

3.5 ORGANISATIONAL STRUCTURE OF THE TWR HOTEL SCHOOL

The director is head of the management aspects of all courses offered, while the associate director is head of all practical aspects. At the present moment there are eighteen members of staff looking after catering and hotel management. Table 3.2 illustrates the organisational structure of the TWR Hotel School.

3.6 COURSES OFFERED AT THE TWR HOTEL SCHOOL

3.6.1 National Diploma : Catering Management

This is a three year full-time diploma consisting of two and a half years of formal instruction and six months of experiential training.

The curriculum consist of the following subjects :

▫	First Year	Catering Management I
		Catering Theory I
		Commercial Cookery : Practical I
		Commercial Cookery : Theory I
		Catering Hygiene and Nutrition I
		Communication : English
▫	Second Year	Catering Management II
		Catering Theory II
		Commercial Cookery : Practical II
		Commercial Cookery : Theory II

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┌──────────────────────────────────────┐
│   DIRECTOR : HEAD OF MANAGEMENT      │
│     (HEAD OF DEPARTMENT AND          │
│  CATERING MANAGEMENT : FACULTY       │
│    OF BUSINESS MANAGEMENT )          │
└──────────────────────────────────────┘
                   │
        ┌──────────────────────────┐
        │  ASSOCIATE DIRECTOR :     │
        │  HEAD OF CATERING         │
        └──────────────────────────┘
                   │
        ┌──────────┴──────────┐
  ┌──────────────┐    ┌──────────────┐
  │SENIOR LECTURERS│  │SENIOR LECTURERS│
  │     (2)        │  │     (2)        │
  └──────────────┘    └──────────────┘
        │                    │
  ┌──────────────┐    ┌──────────────┐
  │  LECTURERS    │   │  LECTURERS    │
  │     (6)       │   │     (6)       │
  └──────────────┘    └──────────────┘
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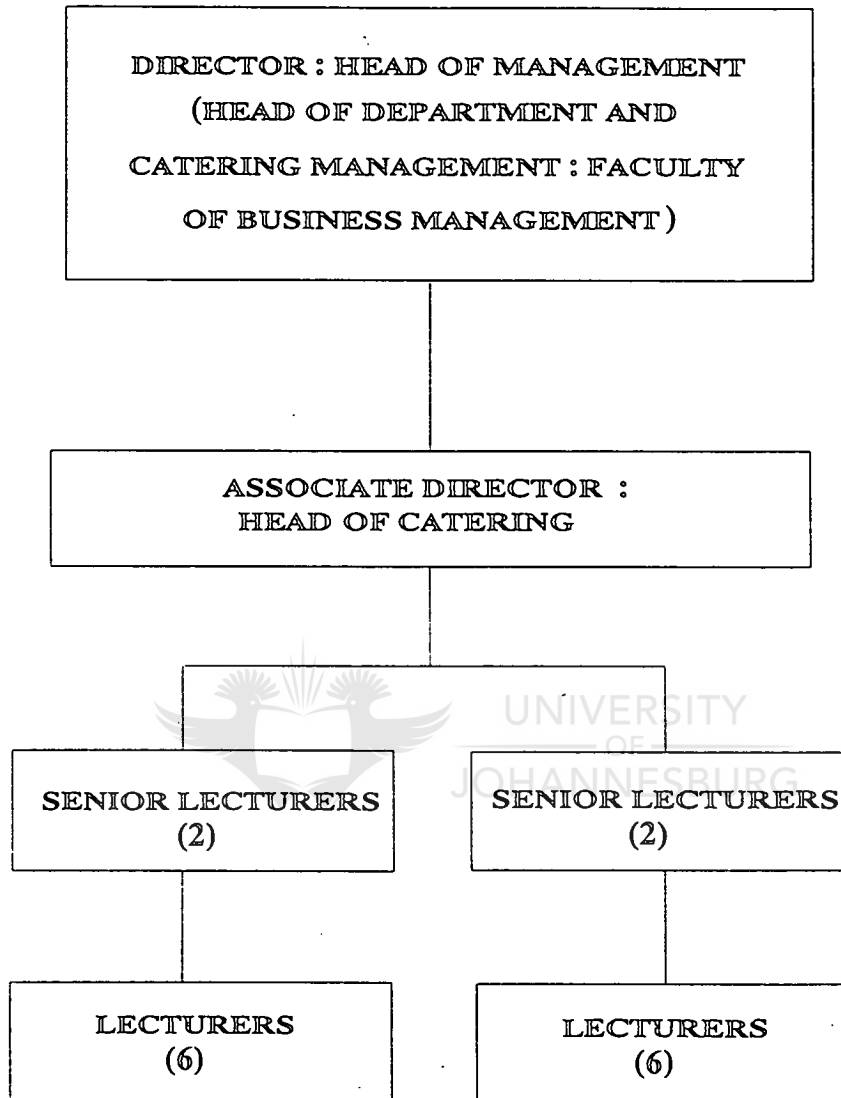
TABLE 3.2
THE ORGANISATIONAL STRUCTURE OF THE
TWR HOTEL SCHOOL

		Catering Cost Control I
		Kommunikasie : Afrikaans
□	Third Year	Catering Management III
		Catering Theory III
		Catering Cost Control II

Plus ONE of the following :

Commercial Cookery III

Advance Food and Beverage Service III

Advance Professional Cookery III

□ **Promotion requirements**

A student is promoted :

◊ to the second year if he has passed at least five of the prescribed instructional offerings (they may carry Communication); and

◊ to the third year of study if he has passed at least nine of the prescribed instructional offerings (they may carry Kommunikasie).

□ **Experiential training**

Experiential training is undertaken during the second semester of the third year at an approved hotel or catering outlet. The Hotel School assist with the placing of students and the progress of students is monitored on a regular basis.

3.6.2 National Diploma : Hotel Management

This particular course will be discussed under 3.7.

3.6.3 BTech in Hotel and Catering Management

This is a four year course with entry and exit opportunity at each year :

- first year - National Certificate;
- second year - National Higher Certificate;
- third year - National Diploma; and
- fourth year - BTech.

There will be two intake periods each year, i.e. January and July. The first intake will be January 1996.

YEAR ONE □ NATIONAL CERTIFICATE

At the end of the National Certificate course a student will be able to fulfil the needs of the industry, in a pratical environment. In general the student will have acquired a solid base and sound knowledge of service and front of the house operations.

First Semester

Theory only on :

Food and Beverage Studies I

Culinary Studies I

Front Office Administration I

Communication I

Hygiene and Nutrition I

Emergencies and Safety (NOSA)

Security I

Second Semester

On successful completion of theory the students will proceed to practical training. The practicals include :

□   restaurant;

□   student Kitchen;

□   demonstration kitchen and computers; and

▣   front office, stores, laundry and bar.

Four weeks continuous in each area with competency examination during the fourth week. For front office, stores, laundry and bar the duration will be one week. Competency evaluation will be done for each area.

On successful completion of both semesters of studies the student will be awarded a National Certificate in Hotel and Catering Management.

YEAR TWO □ NATIONAL HIGHER CERTIFICATE

Students must produce evidence of a further two hundred hours experience in industry, both kitchen and restaurant to be admitted to second year.

Semester One : Theory

Food and Beverage Studies II

Culinary Studies II

Front Office Administration II

Hotel and Catering Law I

Catering Cost Control I

Hotel and Catering Management I

Hotel and Catering Marketing I

Semester Two : Practical

Evening Restaurant Service

Lunch Kitchen

Evening Kitchen

On successful completion of both semesters of study, the candidate will be awarded a National Higher Certificate in Hotel and Catering Management.

YEAR THREE □ NATIONAL DIPLOMA

The course will develop the student to all round competence in the varied operations of Hotel and Catering Management.

Semester One

Experiential training in an allocated establishment.

Semester Two – Theory

Hotel and Catering Law II

Catering Cost Control II

Hotel and Catering Management II

Hotel and Catering Marketing II

Computer Studies I

Psychology I

YEAR FOUR □ BTech

The course will refine students knowledge to be capable of heading for top managerial positions within the Hotel and Catering Industry.

Semester One : Theory

Hotel and Catering Law III

Catering Cost Control III

Hotel and Catering Management III

Hotel and Catering Marketing III

Computer Studies II

Psychology II

Semester Two

Experiential training in an allocated establishment.

3.6.4 Restaurant and Commercial Catering (RCC)

The RCC course is one of the pilot programmes of the HITB to improve the management ability of employees and to get more people trained in the industry. This particular course is taken over a period of five weeks for two years. It is a competancy base course with tests being written weekly per subject. The curriculum for the two years is as follows :

YEAR ONE

Management I

Personnel Management I

Financial Accounting I

Cost Control I

Catering Theory I

Cookery Theory I

Marketing I

Restaurant Theory I

Wine Studies I

Housekeeping and Reception

YEAR TWO

Management II

Industrial Relations I

Financial Accounting II

Catering Theory II

Cookery Theory II

Cost Control II

Restaurant Theory II

Housekeeping and Reception

The programme provides training for both front office and food and beverage staff. The pass mark per subject is 50% and the certificates are awarded by the HITB.

3.6.5 Block Release : Hotel Management

The aim of this particular course is to improve the standard of management skill in the industry. Candidates are chosen by employees, who also pay for the course. The training is basically co-ordinated by the employers as far as the practical aspects of the course is concerned. The theoretical aspects are offered

by the Hotel School over a period of six weeks for three years. The theoretical offerings at the hotel school are as follows :

YEAR ONE

Hotel Management

Principles of Management

Personnel Management

Tourism

Hotel Accounting

Financial Accounting

Food Costing

Hotel Law

Catering Management

Cookery Theory

Catering Theory

Restaurant Theory

Wine Studies

YEAR TWO

Hotel Management

Principles of Management

Personnel Management

Hotel Accounting

Financial Accounting

Food Costing

Hotel Law

Hotel Administration

Reception

Billing

Housekeeping

Catering Management

Cookery Theory

Catering Theory

Kitchen Planning

This course is very similar to the National Diploma Hotel Management, but much more condensed. Candidates are required to pass all theoretical offerings every year in order to qualify at the end of the third year. The certificate is awarded by the HITB.

3.7 NATIONAL DIPLOMA IN HOTEL MANAGEMENT

3.7.1 The selection criteria of students

The admission requirements for Hotel Management is :

□ a Senior Certificate or an equivalent qualification with English and any other official language on the higher grade; and

□ at least six months practical experience in a hotel or restaurant.

Students are inter alia selected by means of :

□ a personal interview; and

□ a psychometric test.

3.7.2 Curriculum

Compulsary instruction offerings are :

FIRST YEAR

Hotel Accounting I

Hotel Law I

Hotel Management I

Hotel Operation Studies I

Communication - English

Culinary Studies and Techniques - Practical I

Culinary Studies and Techniques - Theory I

Food and Beverage Service Studies - Practical I

Food and Beverage Service Studies - Theory I

YEAR TWO

Hotel Practice (one semester)

Hotel Accounting II

Hotel Law II

Hotel Management II

Hotel Operation Studies II

Kommunikasie - Afrikaans

Culinary Studies and Techniques - Practical II

Culinary Studies and Techniques - Theory II

Food and Beverage Service Studies - Practical II

Food and Beverage Service Studies - Theory II

YEAR THREE

Hotel Accounting III

Hotel Law III

Hotel Management III

Hotel Operation Studies III

Culinary Studies and Techniques - Practical III

Culinary Studies and Techniques - Theory III

Food and Beverage Service Studies - Practical III

Food and Beverage Service Studies - Theory III

Hotel Practice (one semester)

3.7.3 Promotion requirements

☐ The first semester of the second year is devoted to experiential training, which is not conditional on having successfully passed all the first year studies.

☐ However, in order to be able to proceed to the second semester of studies in any instruction offering in the second year a student must have passed the instructional offering at the preceeding level.

☐ The first semester of the third year is theoretical training and to be admitted to any instructional offering a student must have passed the previous level.

☐ The second semester of the third year is devoted to experiential training, to be admitted to which a student need not have passed all the instructional offerings.

☐   A student who is absent due to any reason for a period of ten academic weeks or longer will not be allowed to continue during that specific year.

3.7.4 Experiential training

Experiential training will be undertaken during the student's second and third year of study at two different training hotels for a period of five and six months respectively. The experiential training programme will be monitored by the hotel school and the employer. The hotel school liaises with the industry regarding experiential training opportunities.

3.7.5 Diploma requirements

A diploma is awarded to a student who complies with the following requirements:

☐   all compulsary instructional offerings must have been completed successfully; and

☐   experiential training must have been completed successfully.

3.8 THE STAFF OF THE HOTEL SCHOOL

3.8.1 The appointment criteria for a lecturer at the Hotel School

With the theoretical and practical nature of the courses offered at the hotel school it is difficult to find suitable personnel. According to the director of the TWR Hotel School, personnel should be academically strong, have a flair for teaching and

have a sound practical experience (Hotelier and Caterer, June 1994). To find a person with all three characteristics is often difficult.

The appointment of a lecturer should be subjected to the following dimensions:

- assertiveness;
- initiative;
- planning;
- organising;
- analytical ability;
- decision making;
- judgement; and
- control.

The person should have a sound knowledge, a qualification and working experience in :

- the subject to be taught; and
- and presentation skills.

He or she should be strong or above average in :

- interpersonal communication;
- counselling; and
- written communication.

In order to be appointed on a permanent basis, a lecturer should at least be in possession of a m+4 qualification, namely an honours degree or National Higher

Diploma. If not, the lecturer will be appointed on a contract basis for three years and in that period it is expected of the lecturer to improve his academic qualification.

3.8.2 Qualifications of lecturers

The hotel school is part of a tertiary institution where academic qualifications determines the strength of your academic staff.

Personnel	Qualification
* Director * Director * Associate Director	MA, DBA BComm, DTE, HCIMA, FSACA Chef apprentice
* Senior Lecturers 1 2 3 4	 BComm, TED BComm, BA, HED NHDPost Ed, MHCIMA Master Chef
* Lecturers 1 2 3 4 5 6 7 8 9 10 11	 BComm(Hons), HDipEd BComm(Hons), HED BComm(ed) BA NHDPost Ed ND Hotel Management NHDPost Ed NHC Commercial Cookery ND Hotel Management Chef apprentice Maitre'D

(Sourse : Own summary of personnel data - 1995).

3.8.3 Fringe benefits of lecturers

Salary scales for lecturers and senior lecturers vary from R79 000 to R88 000 as the ceiling notch for each category. Fringe benefits include the following :

- □ 56 days annual leave;
- □ 15 days per annum that can be accumulated up to 180 days;
- □ 90 days sick leave per three year period;
- □ 5% or 8% pension fund contribution;
- □ medical aid scheme;
- □ group life insurance (pays out thrice annual salary);
- □ housing subsidy;
- □ five day working week; and
- □ 93% annual bonus.

Lecturers also receive extra remuneration for all RCC and black Release classes they teach.

All permanent members of staff can accumulate their 15 days of annual leave, and after five years convert it into long lease (three months).

3.8.4 Lecturer involvement in the industry

For the hotel school to be in a position to produce highly polished staff for the industry, lecturers should visit hotels and other institutions to stay in touch with all the changes that are currently taking place. To enhance the educational approach, it is important for lecturers to practice what they preach. In other words, what is given in the theoretical situation should be applied in practice.

Lecturers should visit the industry at least two weeks per annum. By doing this, lecturers will not only gain more information, but also improve their skill and abilities.

3.9 HOTEL PRACTICE

3.9.1 Significance of hotel practice

Hotel practice constitute two semesters of compulsary experiential training as an integral part of the curriculum of the National Diploma in Hotel Management. During this period, the students are afforded the opportunity to gain basic experience under qualified guidance in as many practical aspects as possible in the hotel industry.

3.9.2 Students' objectives

It is the objectives of the student to :

- follow the programme as set out in the training schedule;

- seek to describe, do, prepare for, and supervise the tasks and duties listed in the training schedule;

- display a positive, enthusiastic and respectful attitude towards hotel management and staff;

- acquire and develop professional knowledge and skills; and

□ submit the prescribed report to the examiner in accordance with required standards and prescribed time.

3.9.3 Subject mark : Hotel Practice

The subject mark consists of the combined average mark of monthly reports and employers' reports. A pass mark is 50%.

3.9.4 The monthly reports (MR's)

The monthly report carries a weight of 60% of the subject mark.

Hotel Practice is a major subject. As such, it must be examined in accordance with Technikon regulations.

One practical vehicle for examination was found to be the monthly report.

The monthly reports allow the :

□ student to exercise his skill in writing correct English or Afrikaans which is an important facet of management performance and communication; and

□ examiner to monitor the students progress in terms of his designated programme at the training venue.

Any report has to follow certain parameters in order to qualify as a report.

3.9.5 Employers' report

The employers' report assesses the student's attributes as outlined in the statement of objective.

Information evaluated therein is illicitted by a senior hotel school representative from the hotelier and discussed by him with the student.

3.9.6 Remuneration during hotel practice

Students doing hotel practice are remunerated as follows :

- □   R950 per month living out; and
- □   R750 per month living in.

3.10 RESEARCH PROJECTS

Very little research has been done by the hotel school over the years. Many classes, both theoretical and practical are offered, utilising lots of time of lecturers and students, making it difficult to attempt research projects. Special research projects and assignments can be attempted by both lecturers and students.

On the part of the lecturers, very little literature has been published over the years. The hospitality industry is experiencing a great shortage of literature concerning the industry, and this golden opportunity should be taken by the lecturers.

No South African hospitality case studies exist. There is a tremendous need for such publications.

The hotel school has started a lecturers exchange programme with Caesar Reitz Hotel School in Switzerland, that can definitely assist with research projects in the future.

3.11 BURSARIES AWARDED TO STUDENTS

With the escalation of tuition fees at all tertiary institutions, students are finding it more difficult to enrol for post matric qualifications. Bursaries are very limited, especially in the hospitality industry. At the annual Hotel School Ball many thousands of rands are awarded to the top students, for their hard work and effort throughout the year. The only sad part about it is that the needy students are often overlooked.

To be a full-time student in South Africa today, should be regarded as a sheer priviledge.

3.12 CONCLUSIONS

The TWR Hotel School's contribution to the hotel industry cannot be underestimated. The institution have over the years provided the industry with dedicated staff. Despite the old equipment, machinery and also the lack of funding, they moulded students in the theoretical as well as practical fields.

The relationship with the industry can however be improved for the benefit of both the institution and the industry. The hotel school should improve their traditional image of being the best hotel school in South Africa. The school should be marketed in such a way that students regard admission as a prestigeous achievement.

The courses offered at the hotel school, I do believe fulfil the needs of industry. The main question that comes to mind, however, is whether the hotel school is keeping track with the changing needs and demands of the industry. The hotel school is often criticized for not meeting new demands.

The introduction of the BTech degree in 1996, raises the question of whether the staff at the hotel school are academically qualified to satisfy the requirements of the degree. Out of a staff complement of eighteen, only eight lecturers are university graduates. Three of the eight graduates are also in possession of post graduate qualifications. Most foreign hotel schools are placing more emphasis on the degree course.

Despite all the negative aspects, I do believe that the hotel school has boosted the image of the industry as far as training is concerned.

SYNOPSIS

CHAPTER 4

EMPLOYEE EMPOWERMENT

Employee empowerment is a technique whereby managers in the hospitality industry empower front-line employees, or extend their powerbase to make decisions concerning guest service and satisfaction.

Employee empowerment is not an experimental program that a hotel should try out for a year. It is a bottom-up leadership philosophy to be incorporated into the everyday fabric of a business's management and operations. It involves the improved handling of guest problems when they arise, and exemplary guest service to be provided by all employees of the hotel.

Employee empowerment is a guest-driven leadership strategy that can separate those operations that really do provide personalized guest treatment from those operations that merely talk about providing quality service.

Employee empowerment is an ongoing process that must be continually brought to the attention of the employees. Employees must be reminded to take responsibility for making decisions affecting guest service and satisfaction. The whole process must become part of their daily routine, becoming an integral part of their jobs.

CHAPTER 4

EMPLOYEE EMPOWERMENT

"The nature of power in organisations is an important issue if only because of its relative neglect in mainstream organisational behaviour texts". (Thompson and McHugh, 1990, p. 140).

Different observations can be made about the treatment of power in organisational behaviour.

Observations such as :

□ Power is generally dealth with in the context of organisations' internal relations, i.e. discussion focusing on internal power relations and does not take particular account of the ways in which these relations can extend beyond the organisation.

□ Power is often perceived as primarily an individual and interpersonal *"properly"* that is exercised by individuals, or channelled between individuals.

□ Power is related to concerns about how these in position of leadership and authority should exercise power rather than the quality or legitimacy of that power.

Power is a slippery concept to define. A very close relationship exists between power and leadership, i.e. power is the ability to influence others (Moorhead and Griffin, 1989, p. 356). However, there is a difference between power and

leadership, the quality of power rests not so much on its relative features (ability to influence) but on its absolute qualities in respect of how power is exercised.

The main features of power can be listed as follows :

▢   Its ability to secure the compliance of others in particular courses of action by virtue of force, threat of sanctions, or legitimate authority that has broadly accepted cultural significance.

▢   Its ability to secure the compliance of others in particular courses of action by virtue of personal influence sometimes unrelated to formal sources of authority but always resting on the willingness of those at whom power is directed to subordinate themselves to the will of those who seek to influence.

French and Raven (1959), offered an influential model of sources or bases of power in the organisation. They identified five major forms of power deriving from the structure and distribution of organisational resources. They are :

        □   Reward power is a form of power where one person commands the resources necessary to reward others. Rewards can be in the form of financial remuneration, but may also include promotions, increased social status and enhanced opportunities for job satisfaction through people being allocated more rewarding tasks. Reward power has important implications for people working in the hospitality industry. In addition to their basic pay, they also receive informal rewards (tips).

- Coercive power is famous for its relation between fear and harm. The real potential for coercive power lies in psychological harm (humilation of individuals in the eyes of others) or in terms of material deprivation, e.g. depriving a person of some aspect of status or remuneration.

- Referent power is a concept that returns to the formal / informal dichotomy existing in many social settings and manifesting itself in organisations in formal and informal groups and leaders. It is intrinsically associated with a person's personality. It may coincide with formal organisational authority or it may not, but the essence of this form of power lies in the positive emotional response it engenders in others.

- Legitimate power is that which derives from an individual's position within the organisation. Legitimate, because he has power and authority in that position.

- Expert power derives from some technical or other expert quality an individual possesses and which others feel obliged to accept as being in some way exceptional. Expert power relates to knowledge or information. Another form of expert power is that deriving from experience in a particular organisational role over a period of time.

According to Moorhead and Griffin (1989, p. 360-2), the simple distinction between position power and personal power is highlighted. Position power encompasses legitimate, reward and some aspects of coercive and expert power. Personal power on the other hand, belongs to individuals irrespective of

their position in the organisation and embraces referent power, and often elements of expert, coercive and reward power as well.

4.2 WHAT IS EMPLOYEE EMPOWERMENT?

"Managers in the hotel business must train employees and empower them to handle most guest incidents on the spot and with good judgement - promptly, professionally and courteously. This will improve guest service and satisfaction, create a better working environment for the employees, and free up more time for managers to focus on the tasks of being a manager". (Brymer, 1991, p. 58).

Part of the organisational culture and human resources management movement of the 1980s onwards, employee empowerment attracted the attention of the hospitality industry and academic analysts in the field.

Employee empowerment is the process of decentralising decision making in an organisation, whereby managers give more discretion and autonomy to the front-line employees. Empowerment in the hospitality industry reflects a devolution of decision making powers to staff in respect of customer care or a wider decision making about organisational procedures and processes to be taken by front line workers. Employee empowerment is a leadership philosophy, and not a passing fad that can be casually abandoned down the road.

Organisations embarking on employee empowerment, will experience a flattening organisational chart, because .some levels.of authority will be removed and responsibility for guest service will be spread among managers and employees. Any hotel seeking to establish a customer orientation and create a good impression, must flatten the organisational pyramid, that is, eliminate the

hierarchial tiers of responsibility in order to respond directly and quickly to customers' needs.

The characteristics of employee empowerment can be observed as follows:

☐ The major barrier to successful employee empowerment is the lack of trust that managers have in the capacity of ordinary front-line employees to make decisions that are usually the province of management. This stems from the reluctance of managers to give up the hard-earned power that is so integral to their position. Managers are afraid that employees will make decisions that are not in accordance with organisational interests.

☐ The recognition of problems of trust and control of operative employees by managers in the organisation generates the deregularisation of empowerment policies. This may be represented by the dichotomy between structured and flexible empowerment. Structured empowerment lays down specific courses of action front-line employees can take in certain specific circumstances, whereas flexible empowerment allows the front-line employees more latitude in making on the spot decisions that directly affect guest service and satisfaction.

☐ Despite the potential for diferent types of employee empowerment in the hospitality industry, organisational leaders tend to empower employees to serve customers better, rather than to make decisions concerning internal organisational processes and procedures. This suggests that trust in the decision-making capacities of employees extend only so far, and there is

caution in the approach of hotel and catering managers to the empowerment of workers in respect of internal organisational processes.

4.3 IMPLEMENTING EMPLOYEE EMPOWERMENT

Before owners of hotels and catering organisations can seriously consider employee empowerment as a realistic option, certain conditions will have to be met. These conditions include (Cornell Journal, May 1991 : 58 - 68) :

□ **Making the commitment**

There should be a strong commitment by managers and executive committees, along with support from the corporate office, for the empowerment philosophy. Employees are often criticised by managers for making wrong decisions. Especially if these decisions are not consistant with the decisions the managers might have made. This usually destroys the confidence of employees and affects their decision-making abilities, thus becoming reluctant to make decisions. Managers on the other hand should praise employees for taking the initiative and making decisions concerning guest service and satisfaction.

□ **Shared vision**

Managers and executive committees must discuss their expectations and their reservations about how employee empowerment programmes will work. Managers should also evaluate how they and other managers will cope with the idea of relinguishing some of their decision making responsibilities. They should also analyse the potential roadblocks and see what can be done to pave a smoother road for acceptance and

implementation. But the question that comes to mind is, how empowerment programmes will improve service.

□ **Goals or targets**

It is important for managers to decide what specific goals or targets they would like to achieve by implementing employee empowerment. These goals should be specific, measurable and attainable for a predetermined date.

4.4 BENEFITS OF EMPLOYEE EMPOWERMENT

It is the responsibility of top management to communicate their ideas with the other managers in the hotel, to help them deal with their apprehensions and misunderstandings, and to coach them through the process. Employee empowerment must have the full support of the middle managers, as they will be the key to its success in the hotel. Department heads and other group leaders must understand and believe in the philosophy and goals of empowerment, since they are the ones who will train the employees to implement the programme.

Benefits from employee empowerment include the following :

□ adjustments made by employees to guest bills will most definitely decrease;

□ managers may develop more trust in and better rapport with front-line employees when those employees are allowed to share in the responsibility for guest satisfaction;

□ there will be fewer interruptions experienced by managers as employees will take action to ensure quality guest service and satisfaction;

□ employees cannot avoid responsibility, as they are given information and authority required to handle guest issues;

□ employees can develop and grow in their jobs, enableing managers to see who may have potential for future advancement;

□ guest satisfaction is likely to improve as employees become more involved with resolving service deficiencies; and

□ a good employee empowerment programme should enhance cooperation between departments and teambuilding amongst employees (Cornell Journal, May 1991 : 61).

4.5 MOVING THE PROGRAMME TO THE FRONT LINE

When department managers are sure that neither their jobs nor authority are treatened by implementing employee empowerment, they will be much more willing to incorporate such a programme into the hotel's everyday operations.

The following steps can be implemented by managers into a hotel's daily routine, particularly at the critical point of contact between guests and front-line employees :

□ regular meetings should be held between management and employees, focusing on employee involvement to improve guest satisfaction;

- during these meetings it should be indicated to employees that more power will be awarded to them in dealing with guest service and satisfaction;

- management should communicate their goals for guest service and satisfaction and indicate how they support this endeavor through the use of employee empowerment;

- indicate to employees how this programme will improve their jobs. Even the least skeptical employee will want to know, *"What's in it for me?"*;

- employees will be given more authority, autonomy and flexibility, and will be encouraged to be innovative and creative;

- indicate to employees whether structured or flexible empowerment will be implemented;

- employees should be introduced to new skills necessary to accomplish effective guest service. Once employees understand the hotel's expectations and their expanded responsibility to make guest-satisfaction decisions, you can teach them the skills they will need to do the job;

- management should develop a list of ideas or suggestions for improving guest service;

- a written report indicating a definite framework in which employees should operate or conduct their activities should be compiled;

□　management should provide motivation and support for the front-line employees in their efforts to ensure more responsibility;

□　management should monitor progress and success in implementing the employee empowerment programme;

□　employees should be recognised and praised for demonstrating exemplary judgment; and

□　evaluation should be done on an ongoing basis, checking to see whether guest needs are changing and what new goals are needed to meet these demands (Cornell Journal, May 1991 : 60 - 63).

4.6　ORGANISATIONAL PARADIGM AND PARADIGM SHIFT

4.6.1　A new way of thinking

"The concepts of paradigm and paradigm shift are central to understanding the failure of the 'better mousetrap' theory - why managers, even those most oriented to the bottom line, reject the evidence of the benefits of the redesign of work and attack its successful practitioners". (Ketchum, 1992 : 39).

An organisation is an embodiment of shared ideas held in the heads and hearts of its employees. Employees have values and beliefs, often referred to as their philosophy. The organisation has accepted principles that are regarded as self-evident truths. Theories and models serve as conceptual maps. This commonly held body of ideas, values, accepted principles and theories constitute what we may call the organisational paradigm. Employees use it to explain to themselves

and others how the organisation functions and operates. This is also used by managers to set organisational goals. Paradigms forms the basis of policy formulation and drives the organisation's structure and processes. It also affects the behaviour of employees.

TABLE 4.1
TWO ORGANIZATIONAL PARADIGMS

Old	New
The technological imperative	Joint optimization of the technical and social systems
People as an extension of the machine	People as complementary to the machine
People as expendable spare parts	People as a resource to be developed
Maximum task breakdown, simple narrow skills	Optimum task grouping, multiple broad skills
External controls (supervisors, specialist staffs, procedures)	Internal controls (self-regulating subsystems)
Tall organization chart, autocratic style	Flat organization chart, participative style
Competition, gamesmanship	Collaboration, collegiality
Organization's purposes only	Members' and society's purposes also
Alienation	Commitment
Low risk-taking	Innovation

(Source: Ketchum, 1992 : 40)

Table 4.1 shows the contrasts between the old and new organisational paradigms. *"Our traditional organisations follow the technological imperative, which regards people as extensions of machines and therefore as expendable spare parts. By contrast, the emergent paradigm is founded on the principle of joint optimization, which regards people as complementary to the machine and values their unique capabilities for appreciative and evluation judgement, a resource to be developed for their own sake rather than to be degraded and cast aside".* (Ketchum, 1992 : 41).

In traditional organisations employees have circumscribed job descriptions and single skills - the narrower the better. Employees are unable to manage the uncertainty or variance in the organisation and requires constant, strict external control. The new paradigm is based on optimum task groupings which encourages multiple broad skills. Employees in such a role system become capable of a much higher degree of internal control, having flexible group resources to meet a greater degree of environmental variance. This leads to flatter organisational structures characterised by as much lateral as vertical communication. A participative management style emerges with the various levels mutually articulated rather than arranged in a simple hierarchy.

Traditional organisations serve only their own ends and are regarded as being selfish. In contrast to this, the new paradigm imposes additional tasks which align their own purposes with the purposes of the wider society and also with the purposes of their employees. In doing so, organisations become both environmentalized and humanized and this more truly purposeful. The traditional organisations on the other hand remained impersonal and mindless forces that increase environmental turbulences.

The shift from the old paradigm to the new, created conditions of commitment to grow instead of alienation to decrease. Equally important is the replacement of a climate of low risk-taking with one of innovation. This implies high-trust and openess in relations between employees and employers. All these qualities are mandatory, if we are to transform traditional bureaucracies into continuous empowerment of employees (adaptive learning systems).

The South African nation has recently undergone some paradigm shifts :

Apartheid . . . . Democracy

Exclusivity . . . . Inclusivity

Autocracy . . . . Participation

Secrecy . . . . Transparency

Diversity : A liability . . . . Diversity : An asset

Eurocentric system of governance . . . . Afrocentric system of governance

Adversarial spirit . . . . Spirit of reconciliation

Local competition . . . . Global competitiveness

(Price, 1995 : 10).

Is your organisation demonstrating *"paradigm paralysis"* or *"paradigm flexibility"* in response to the need for change? This is a question that many South African companies have to ask themselves.

## 4.6.2 New paradigm training in a paradigm shift

"Training is the primary vehicle by which employees are enabled successfully to bring about intensive organisational change". (Ketchum : 1992, 249). It must carry the burden of helping people learn to work and manage in a new way.

Training must be so constructed as to consider the new demands and expectations of employees and endeavor to alter what they can do and what they are motivated to do. Responsible autonomy must be exercised by all employees throughout the organisation and not just by key managers. Responsible autonomy involves the need for analytical thinking, broad and deep awareness of reality and the presence and continuing development of judgment. When employees' perceptions of reality are blurred, distorted or incomplete, their performances are faulty and most likely not in the best interest of the individual or the organisation.

4.7 MANAGING CHANGE

The organisation as a system can be viewed as having several highly interdependent subsystems. They include people, knowledge, structure, tasks and technology. Figure 4.1 illustrates the five-pronged approach to managing the transformation to quality.

OLD SYSTEM　　　　　　　　NEW SYSTEM

CHANGE

TASKS

PEOPLE　　　　　　　　　　　STRUCTURE

KNOWLEDGE　　　　　　　　TECHNOLOGY
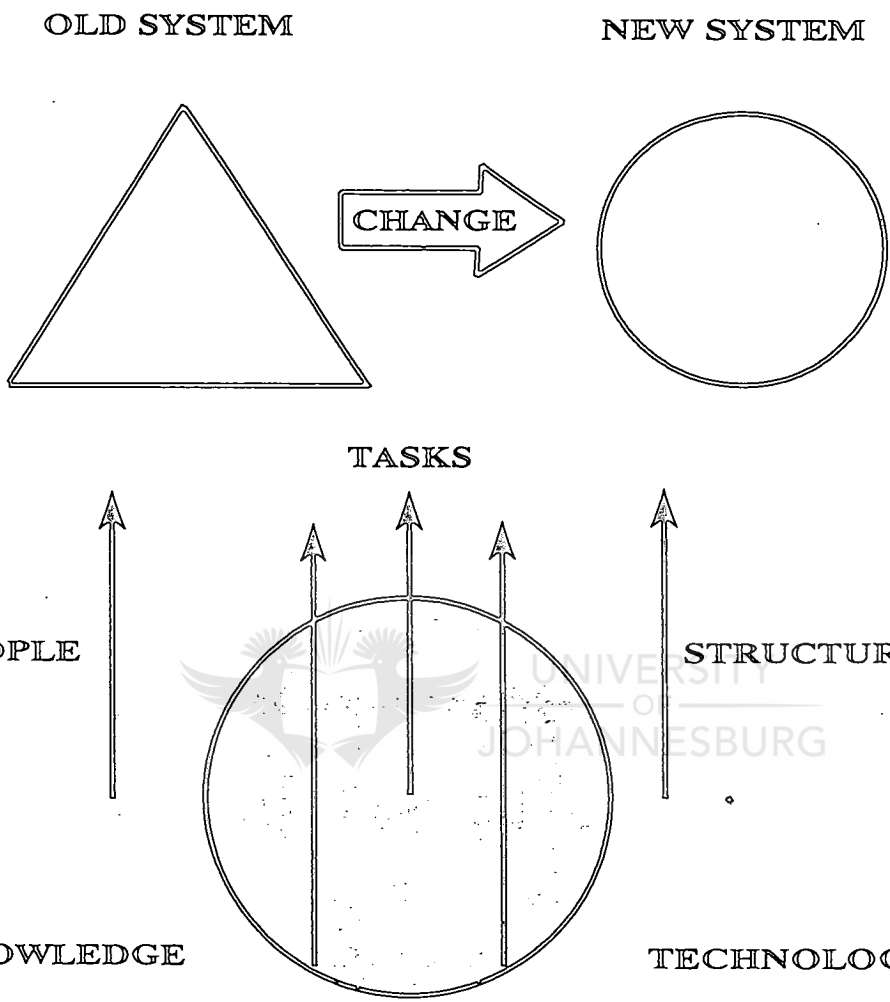
FIGURE 4.1

FIVE-PRONGED APPROACH TO MANAGING THE
TRANSFORMATION TO QUALITY

Changes in any one of these subsystems would effect the entire system as well as each of the other subsystems to some extent.

4.7.1 Changes in people

We firstly have to focus on management, because without management support, the change from the old system to the new will not be possible. In order to achieve this, we have to develop a *"vision"*. A vision is a futuristic dream of how to approach the new situation. The vision should become a new rallying point for the organisation in which they can articulate their belief that there should be nothing better than providing good, quality service to their customers.

The organisation should do their best to assure that materials and suppliers that would be needed by their customers, would be the very best.

Using Demings (1986) version of the fourteen Management Principles, it can be personalized to suite the Hospitality Industry in South Africa. They are as follows:

□ Create and maintain constancy of purpose. Thus meaning all members of staff, at all levels, should commit themselves to increasing productivity through higher quality of both goods and services. In order to improve their ability to provide customer service.

□ To adopt a new philosophy that embraces economic stability and improved performance. Employees and management should accept the role of leadership, both internally and with external suppliers.

☐ Mass inspection as a way to achieve quality will no longer be operative. We will require, instead, statistical evidence of built-in quality.

☐ The organisation will work to cease the process of awarding contracts on the basis of price tag, assuring that quality is a necessary consideration.

☐ All members in the organisation will dedicate themselves to look for problems. Constantly improving every process and system in distribution, and work to increase quality and productivity, reduce variation and thus reduce costs.

☐ Distribution shall institute and maintain a strong training programme for all employees.

☐ The organisation should develop supervisors to become more capable of helping people, improving methods, materials, systems and processes so as to help all employees and the organisation to do a better job.

☐ Distribution management should create an atmosphere where all employees are encouraged to talk openly about their jobs, make suggestions, question procedures and particpate in the improvement process without being concerned that their careers or jobs are endangered or that they will lose favour with supervision and management. Opportunities for such participation must exist in the normal day-to-day interfaces.

☐ Management will dedicate itself to removing barriers between divisions and branches at all levels. All employees should work together to become

a single team so as to foresee and prevent problems that may be encountered in doing and improving the way we do our mission.

☐ Distribution will eliminate numerical slogans and targets, asking for increased productivity unless the methods to attain that increase are also provided. Methods should include guidance related to process analysis and quality.

☐ Distribution will eliminate numerical quotas or quantity measurements, unless the essential quality and process guidance required are also provided.

☐ Management will dedicate itself to removing any and all barriers that inhibit all employees the right to pride of workmanship. This will be accomplished through the establishment of quality as the most critical internal measure, and the prevention of the entry of poor quality inputs.

☐ Distribution will institute and continue to support both a vigorous internal programme of education and the self-improvement of all its members through off-the-job education and development efforts.

☐ Distribution management will work everywhere and always to effect change (Gilbert, 1991 : 74-75).

This is not to say that the mere phrasing of the vision and fourteen principles will result in the desired changes. However, with the articulation of total quality as their overarching goal and the basic philosphy as their guide, employees and management teams will have something to guide them in their journey to quality.

4.7.2 Knowledge

Deming (1986) stated that quality depends on profound knowledge. Such knowledge consists of four parts : appreciation for a system, statistical theory, theory of knowledge and psychology.

□ **Knowledge of a system**

Systems thinking is essential to total quality management and never-ending improvements. According to Deming (1986) *"profound knowledge"* is a core element for providing added value to customers. It is as a result of the interaction and interdependency of all things and being able to detect flow processes that unify the entire organisation. As employees begin to appreciate the organisational interdependencies, it becomes easier for them to breakdown the barriers between departments and work groups. It creates the awareness that they are all part of the system and together they serve the customer. By doing so, they accept proposals of change in the overall system.

□ **Knowledge of statistics**

Employees must have some understanding of variation, including the ability to detect when variation is due to a special cause outside the system itself. Such variation is expected to be among people, outputs, services and products. More important, is for them to understand the cause or reason of the variance and information about a probable course of action to capture the good variance and to eliminate the variance that has a negative effect on the customer. In training the work force in statistics, employees are given a fundamental introduction to the techniques of Statistical Process Control (SPC), including the basic bolts

of data collection, data stratification, types of charts and techniques of process capability analysis.

□ **Theory of knowledge**

Deming (1986) offers a series of characteristics about knowledge. They include the following :

1. Planning requires prediction.

2. A statement that does not provide prediction of future events and explanation of past events conveys no knowledge.

3. There is no knowledge or theory without prediction and explanation of the past.

4. No observation is of value unless it is based on a theory or related to a theory.

5. Interpretation of data must be predictive; the prediction will depend on the knowledge of the subject matter, and further, it is only when a process is in statistical control that statistical theory can help management predict.

6. Experience must also be grounded, for usefulness, in a theory that will allow that experience to be used to explanation and prediction.

7. An example, an experience, teaches nothing unless assisted by a predictive and explanatory theory of knowledge.

8. We must develop operational definitions between customers and suppliers, and those operational definitions can then be used as the basis for clearer communication.

9. The value of any data is directly related to the manner in which the data was gathered and measured.

10.   We must be aware that all empirical observations are somewhat filtered through the paradigm of the person who is taking the observation / making the measurement (Gilbert, 1991 : 76-77).

These characteristics serve as a guide for the organisation as they move forward with their problem-solving efforts. They should be used to create information for decision making.

□   **Knowledge of psychology**
It is through the knowledge of psychology that we come to understand interactions between people. Emphasing how the temperament types of other people complemented and supplemented others individual strengths and weaknesses, and how, by combining their efforts, they could more effectively help each other help the customer. Highlighting the uniqueness and worth of each individual and affirming the positive nature, ability and potential in each person.

4.7.3 Structures

To accommodate new processes, organisational structures need to be changed, in order to be developed to provide improved quality to the customer.

□   **Work units**
It is important for members of different work units to interact in the work process. Lateral communication between units are encouraged, rather than the traditional, scalar, chain-of-command approach that is standard in most classic bureaucratic systems. When vital communications among

employees are blocked by the organisational structure, the structure must change.

□ **Flattening the organisational structure**

The number of supervisors have been significantly reduced over the last decade, and organisations were *"flattened"* through voluntary measures to reduce the number of levels in the hierarchy. Teams are given the authority to recommend whether or not to fill a vacancy when a supervisor would move or terminate his services. Many groups elect to manage themselves rather than have their supervisor's position remain and be filled by another person. Teams of employees are making bottom-line decisions as though they were shareholders in their own company. However, it is interesting to note, that when teams become empowered, it is often management that has the most doubt about the teams' ability.

□ **Reorganisation**

As a result of the change in approach to quality, where those closest to the process are responsible for doing the job right the first time, and for process improvement, one entire division within the organisation, the division changed with administration of the old, was eliminated, with much of its function being reassigned to those on the floor actually doing the work. Concurrently, another division was created, although substantially smaller in number, with the mission to create effective on-the-job training for all employees so they could perform their jobs (Gilbert, 1991:80).

4.7.4 Tasks

Introduction of total quality management at any level in any organisation results in a significant change to the entire philosophy of the structuring of individual jobs. In brief, it could be stated that total quality management embodies the dual job-enrichment philosophies of vertical job enrichment and horisontal job loading. Total quality management, however, rejects narrowly defined job descriptions and the concept of job specialization. The objective of total quality management is the development of multi-skilled generalists. Not every person will know every skill, but as each is incorporated into a team, the team will incorporate sufficient skills so that the team covers the entire range of job duties in a particular process. Neither the white collar nor blue collar worker escapes the challenges of seeing the path to a more empowered, more fully developed individual expected to exercise more discretion on the job than the restricted, tied down employee of the past.

This radical job enlargement on the part of total quality management has a significant impact on the entire training and education process within any organisation. Entirely new educational opportunities must be opened to both managerial and non-managerial employees of the organisation. As the quality approach develops, the need for continuous training will increase in order to meet the customer's needs.
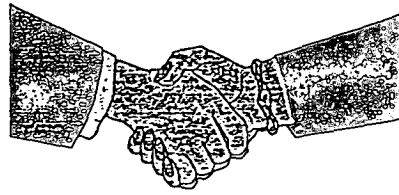
If the path of total quality management is followed, it must be recognized by the organisation and its leaders that they are building an environment in which people can grow and be prepared for the future.

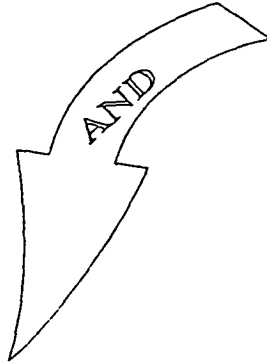Figure 4.2 give a brief illustration of the quality formula (Gilbert, 1991 : 82).
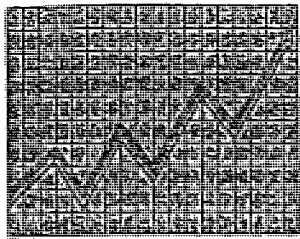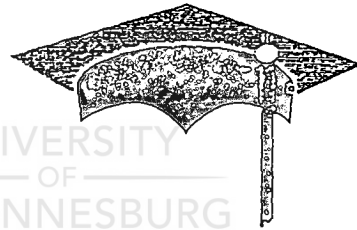
NEVER-ENDING
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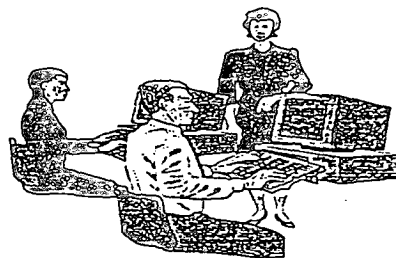
=

NEVER-ENDING
EMPOWERMENT

NEVER-ENDING
EMPOWERMENT

=

NEVER-ENDING
EDUCATION

+

NEVER-ENDING
TRAINING

FIGURE 4.2

THE QUALITY FORMULA

4.8 CUSTOMER-ORIENTED LEADERSHIP : A MODEL OF SUPERVISION

4.8.1 Leadership in the efficiency approach

This approach centers around a person of *"heroic"* stature. Normally a person smarter, more capable than the rest of his / her peers. It is expected of these leaders to make great decisions, to have dreams or *"visions"* for those in the unit and the unit as a whole. Such leaders would have tremendous power and the authority to control those below them. These leaders might be considered to be a *"boss"* whose directives were to be carried out (Gilbert, 1991 : 112).

4.8.2 Leadership in the quality approach

The leader for quality serves as a facilitator of customer-oriented behaviour, a developer of the people on the team to encourage their never-ending quest for professional improvement, an empowerer of those closest to the vital work processes, and a champion of the work itself. Such leaders enable their own teams to become self-managed. They are more comfortable with functioning in situations having wider span of control than those in the past approach where tighter spans were needed to monitor employee performance lest the employees' effectiveness would *"drift"* from doing what they were supposed to do. They facilitate the intrinsic motivational strenghts of the employees themselves towards excellence in job performance. They view their subordinates to be their *"customers"* and, in being so, they are in constant search to identify ways to respond to their employees' needs (Gilbert, 1991 : 112).

4.8.3 Mission accomplishment behaviour

□ **Forcefullness of presence**

A leader's behaviour is viewed by the subordinates to be forceful, competitive, commanding, charismatic, visionary, and confrontational when necessary. When it comes to accomplishing the organisational goals, employees need their supervisor to be decisive and forceful, even to the point of being confrontational, when necessary.

□ **Dependability**

Good time management, punctuality and responsibility are characteristics of leaders who score high in this dimension. Employees expect their supervisors to be dependable. Such leaders get back to their subordinates on time, as promised and consistently. When they fail to demonstrate dependability, it gives a clear signal that the employees' work is less important to the supervisor than other things. It laces a lowered priority on the work of the employees themselves.

□ **Industriousness**

Willingness to work hard, to make personal sacrifice for the job, and to work longer hours than most are examples of this dimension. Leaders just don't show up, they model industriousness, the will to go beyond expectation to get the job done consistently. They inspire their people through their own hard work and effort.

□ **Authoritativeness**

Making decisions in an open, credible manner, involving others and getting the facts before making a decision, and respect for one's ability to

lead are examples of this characteristic. Employees must have confidence in their supervisors, and know that all business decisions are made along sound, firm lines. If a leader is perceived to be technically unqualified and ill-informed, he / she will score low. When ill-informed decisions are made by leaders, the employees who have to implement such decisions will do so half heartedly, as they know the decisions to be unsound.

4.8.4 Empowerment behaviour

□ **Calming influence and attentiveness**

This dimension identifies the extent to which a leader is relaxed, listen attentively to others and responds to situations in a reasonable and assuring manner.

Supervisors who listen enable their employees to become engaged in the problem-solving process that is essential between coach and player. When supervisors take time to listen without getting *"wired up"* themselves, they *"calm the waters"* for their employees and, by doing so, enable the employees to gain control of the situation that has unsettled them or made them feel fear (Gilbert, 1991 : 116).

□ **Delegation**

This dimension identifies the extent to which a leader assigns work and leaves the subordinates alone to do the job. Through the practice of delegation, leaders enable the individuals and teams reporting to them to share responsibility with them for getting the job done.

Customer-oriented leaders delegate both authority and accountability, and by doing so, demonstrate the trust and respect that encourages greatness in others. They avoid the temptation to overrule their subordinates by insisting that their subordinates apply the leader's own choices of style or preference. They give their employees room to take responsibility and to assume ownership of their own work.

"Give a man a fish and he eats for a day, but teach a man to fish and he eats for the rest of his life". (Gilbert, 1991 : 188).

□　Followership

A leader would tend to communicate enthusiasm for the organisation, its policies, and its leadership, and demonstrate pride and personal accountability to his or her own leadership. Followership does not mean *"blind obdience"* to a corrupt leader or system. Rather, this dimension of empowerment captures the extent to which the leader communicates respect for the very leadership and organisation that the subordinate feels obliged to serve.

□　Straightforwardness

This identifies the extent to which a leader is candid, telling it like it is, and does not get involved in office *"game playing"*. This relates to the supervisor's level of candor, the extent to which the leader is viewed to be giving straight information so the employee can be in further control of his / her own situation at work.

4.8.5 Relationship behaviour

☐ **Partnership**

Partnerships include characteristics that suggest that leaders should care about the subordinate's welfare, tells others about the good qualities of the subordinate, and is sincerely interested in the subordinate as a person. Such a leader demonstrates an interest in the employee's long-term career success.

Leaders should demonstrate a commitment to the development of each employee on their team. Such a leader behave as partner and coach for their employees. They are viewed as *"sponsors"*, *"advocates"* and *"ambassadors"* for those on their team. This is a critical behavioural characteristif of *"customer oriented"* leadership. Leaders and followers do not work well together if they are not on the same team.

☐ **Friend**

This refers to the extent to which the supervisor and subordinate are personal friends as well as colleagues, which may even include socialisation off hours, getting together after work and sharing things with one another's family.

It is a measure of the extent to which a leader takes personal interest in the welfare of his / her employees and their families. It is the quality of relationship that instills extraordinary protective performance toward the leader by the employee, even to the extent of an employee giving up his / her own career to protect the leader.

□   Organisational outreach

Organisational outreach involves getting along with others beyond the work group, networking professionally and participating in company-sponsored activities. Building one's relationships beyond the team is very important. Leaders who have a lot of contacts, those who have a strong professional network, tend to be better able to support their people than those who do not. Employees would rather work for someone who has a good reputation outside the immediate work environment than is either not known or has a poor reputation. Leaders need to have a strong network that brings added strength and reputation to their teams.

4.9   CONCLUSION

The future of South Africa rests on the aggressive promotion of people who did not have the opportunity to advance in the past. The new government alone cannot make the country a success. Ordinary South Africans on a new vision can do it.

Management of hospitality companies should stress the importance of consultation and participation. This will result in teamwork, employees doing their best for the company and a decrease in absenteeism and staff turnover.

If managers / employers insist on taking power away from their workforce, the workers will become enervated and demotivated. At the same time, however, the managerial energy that should be utilised more effectively in entrepreneurial actions is also being sapped. It is essential that employees who are given responsibility should also be granted the autonomy to do the job in the way they see fit.

Managers need to ensure that their subordinates do not view themselves as victims of circumstances, but rather as shapers of their own destinies.

Is there a need for a paradigm shift in the South African Hospitality Industry? In order to answer this question, a further three questions need to be considered :

- Do you think the national paradigm shift has necessitated a paradigm shift in the hospitality industry?

- If a paradigm shift does not take place in the hospitality industry, what impact on organisational effectiveness can be anticipated?

- Is your organisation demonstrating *"paradigm paralysis"* or *"paradigm flexibility"* in response to the need for change.

These questions and many others in this regard cannot be ignored, taking into consideration the changing needs of society and also the changing needs of customers / guests. As highlighted in this chapter, this will become a major priority for hospitality companies.

Management needs to trust its workfoce. If it succeeds in doing so, the entire organisation will begin to function as a living brain. Not only depending on the manger's ideas and initiatives, but also on each and every employee.

Employee empowerment, therefore, should become a South African household name in the hospitality industry.

SYNOPSIS

CHAPTER 5

THE NECESSITY OF AFFIRMATIVE ACTION IN THE S A HOTEL INDUSTRY TO FACILITATE SKILLS TRAINING AND MORE IMPORTANT MANAGEMENT TRAINING

Affirmative action means many different things to different people, firms or interest groups. This chapter outlines the necessity of affirmative action in the S A Hotel Industry and in business in general. In its narrow concept, affirmative action is a way to overcome the effects of past so-called job-market discrimination with respect to race and gender, whereas its wider context touches on all facets of employment and human development.

The emphasis of affirmative action falls upon the bleak quantitative picture as to effective black and female participation in the skilled and managerial levels of South African hotels. The writer will review present statements about the urgency of practical affirmative steps to overcome race and gender inequities. It is clear that for each interest group, the dimensions and challenges of affirmative action differ.

The writer will review some lessons from other countries, followed by valuable contributions about the need to take the affirmative action problems at its foundation; that is changing attitudes, perceptions and implicit rules to accommodate all segments of our diverse labour and managerial force.

The real challenge facing hotels, is to adapt the process to its particular structure and to set in motion an active programme aimed at genuine development on a non-racist and non-sexist basis.

CHAPTER 5

THE NECESSITY OF AFFIRMATIVE ACTION IN THE SOUTH AFRICAN HOTEL INDUSTRY TO FACILITATE SKILLS TRAINING AND MORE IMPORTANT MANAGERIAL TRAINING

5.1 INTRODUCTION

"As peace and security are established in South Africa, we will be able to embark upon nation-building. We are a single country, with a single economy, functioning within a constitutional framework that establishes provincial and local powers, respect and protection for minorities, and a process to accommodate those wishing to retain their cultural identity. It is on the basis of our unity diversity that we will consolidate our national sovereignity". (White Paper - RDP, September 1994).

In order to build a nation, the country need a strong and healthy economy, but more important, a growing economy. Economic growth is dependent on tapping the human resources potential of all groups in a country. One way of achieving this is through affirmative action.

Affirmative action has become a major challenge for many South African businesses, and will impact significantly on the workplace over the next decade or two.

The debate about affirmative action encompasses a range of different issues, starting with whether or not it is needed. Other important issues relate to :

- □ the way it is perceived by blacks and whites in South Africa;
- □ who the main beneficiaries should be;
- □ whether it is reverse discrimination; and
- □ how it should be implemented.

One of the major drawbacks of apartheid, for which South Africa is paying an enormous price in terms of labour productivity, is that for decades hardly no attempt was made to develop the majority of people. Instead, non white groups perceived that they were utilised as *"hewers of wood"* and *"drawers of water"*, that is, largely unskilled labourers.

This resulted in the under-education of the black community and a lack of opportunities to develop their skills. Furthermore, through the denial of political and trade-union rights to blacks, apartheid sought to ensure that they could not do anything to change the situation.

In contrast to all this, whites were privileged with access to free schooling, training opportunities, job security via the Job Reservations Act, as well as having trade union and political rights. In the workplace, whites were occupying the most skilled and best-paid jobs.

For affirmative action to be effective, it should be a long term exercise in order to benefit society.

A mixed workforce can increase productivity since a variety of people can come up with ways of doing things.

If business unleash and develop the skills potential of the larger population, it will have a chance of becoming truly competitive in world markets. A recently released World Competitiveness Report ranked S A a lowly 35th out of 40 countries in terms of growth prospects, and right at the bottom in terms of development of human resources. As far as South Africa's future is concerned, unless the country embark upon a massive programme of education, training and

development of its people, by the year 2 000, which is a mere four years away, the country's economy will be faced with a shortage of almost 300 000 people to fill managerial, professional and technical jobs. (The Star : 9 November 1994 : 2).

5.2 A MACRO PERSPECTIVE ON AFFIRMATIVE ACTION

5.2.1 Definition of Affirmative Action

The situation in South Africa as a whole has resulted in various definitions of the concepts *"affirmative action"* and *"equal opportunity"*. Furthermore, any discussion with regards to these concepts was guaranteed to provide heated debate. Clear definitions were therefore required before any policy could be formulated in this regard. For the purpose of this document, the following definitions are used :

Affirmative Action

"Affirmative action is a planned and positive process and strategy aimed at transforming socio-economic environments which have excluded individuals from disadvantaged groups, in order for such disadvantaged groups to gain access to opportunities, including developmental opportunities, based on their suitability". (BMF, 1994 : 5).

Equal Opportunity

"Equal employment opportunity (EEO) is the process whereby employers provide all employees regardless of race, gender, creed or disability the opportunity to be

recruited and promoted, as well as equal terms and conditions of employment within an organisation. EEO has MERIT as its criterion and emphasis on parity of systems and policies for employees". (IPM, 1994 : 1).

President Nelson Mandela's view of affirmative action was expressed in Port Elizabeth in October 1991 as :

"The primary aims of affirmative action must be to redress the imbalances created by apartheid ... We are not ... asking for handouts from anyone. Nor are we saying that just as a white skin was a passport to privilege in the past, so a black skin should be the basis of privilege in the future. Nor ... is it our aim to do away with qualifications. What we are against is not the upholding of standards as such but the sustaining of barriers to the attainment of standards; the special measures that we envisage to overcome the legacy of post discrimination, are not intended to ensure the advancement of unqualified persons, but to see to it that those who have been denied access to qualifications in the past can become qualified now".

Careful note must be taken of the difference between these two definitions as each one caters to a different viewpoint.

Table 5.1 and Figure 5.1 : Levels of Affirmative Action.

Table 5.1 illustrates the different levels of introducing affirmative action in South Africa. Levels 1 and 4 displays open discrimination where people of colour are placed in positions for which they are not suitably qualified. This is better known as *"window dressing".* Such appointments cause tremendous embarrassment for the individuals, because sooner or later they realise they cannot cope with the situation.

Entry level 2 and 3 are more acceptable as it is based on equal opportunity for all across the colour line and appointment are made on merit. Disadvantaged employees who display potential are preferred for development and training only, but appointment and promotion does not follow automatically. Such appointments are beneficial to both the individual and the company. According to figure 5.2 the gap lies between levels 3 and 4, but will normalise to a position between levels 2 and 3 roundabout 1999. This will be the preferred level.

TABLE 5.1
LEVELS OF AFFIRMATIVE ACTION REGARDING BLACKS IN SOUTH AFRICA

| |
|---|
| LEVEL 1 : DISCRIMINATION (NEGATIVE LEVEL)
1.1 Open discrimination
1.2 More subtle forms of discrimination |
| LEVEL 2 : EQUAL OPPORTUNITY (NEUTRAL LEVEL)
2.1 No discrimination. Everybody is treated in the same way |
| LEVEL 3 : PREFERENTIAL TREATMENT BASED ON MERIT
3.1 Blacks who display potential (and are sufficiently ready) are preferred but for development and training only - appointment / promotion the same as Level 2
3.2 Blacks are not only preferred for development and training but those who display potential (and are sufficiently ready) are appointed / promoted in preference to ready whites |
| LEVEL 4 : PREFERENTIAL TREATMENT WITHOUT FULL REFERENCE TO MERIT
4.1 Blacks are preferred to development and appointment without always being sufficiently ready |

(Source : NPI, 1995 : 6)
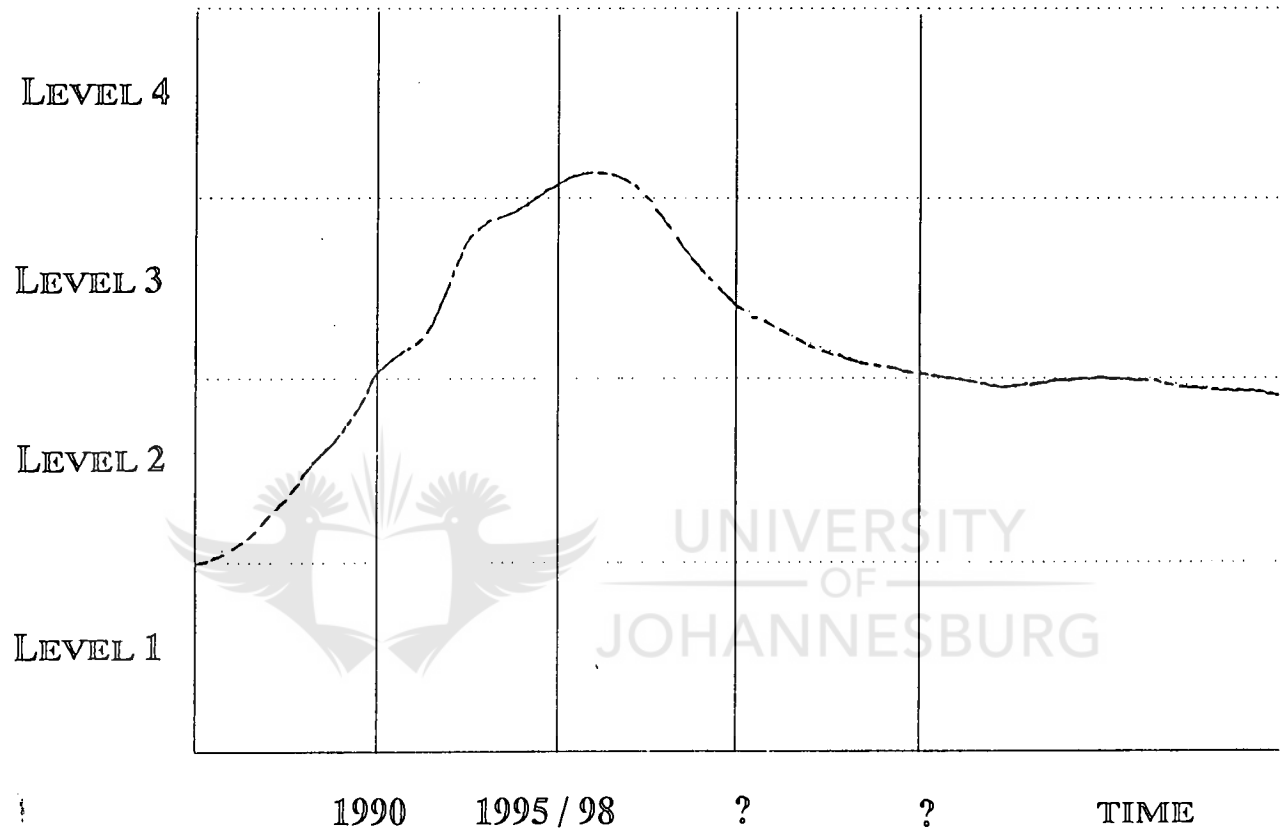
FIGURE 5.1

LEVELS OF AFFIRMATIVE ACTION (SOURCE : NPI, 1994 : 6)

5.2.2 Changing attitudes and perceptions of the South African population

There needs to be a drastic change of attitude on the part of the *"privileged minority"* and the *"underprivileged majority"*. The privileged people fear that Affirmative Action will result in untold misery flowing from programmes addressing occupational nobility, education, business opportunities and social reconstruction. Yet, social instability caused by poverty is incompatible with investment and economic growth. Money spent in redressing past injustices will inevitably result in savings in such areas as control of violence and crime generally.

Moreover, expectations that Blacks will not be able to run a modern economy need to be dispelled for they may inhibit the evolution of programmes which may benefit the South African society in its entirety. The whole of S A must support Affirmative Action.

Affirmative Action may also create unrealistic hopes that jobs, houses, schools, hospitals and all necessities of life will fall from the sky like the legendary *"manna"*. A philosophy of entitlement has already developed. (Nafcoc Report: 1994 : 6).

5.2.3 Bill of rights

The preamble to the Constitution states that there is a need to *"create a new order in a sovereign and demographic constitutional state in which there is equality between men and women and people of all races so that all citizens shall be able to enjoy and exercise their fundamental rights and freedom"*.

However, affirmative action is provided for under section 8(3)(a) which reads:

This section shall not preclude measures designed to achieve the adequate protection and advancement of persons or groups or categories of persons disadvantaged by unfair discrimination, in order to enable their full and adequate enjoyment of all rights and freedoms. (Government Gazette : 28 January 1994: 8-22).

The Constitution has laid a sound philosophical and theoretical foundation for the implementation of affirmative action. However, the full extent to which the Bill of rights will impact on affirmation action in the workplace is still to be seen. Changes to the Labour Relations Act may have a significant impact on the role of the Bill of Rights in terms of affirmative action and how it is to be implemented.

5.2.4 Reasons for Affirmative Action

Various reasons can be noted for the introduction of affirmative action :

- unequal access to opportunities for blacks in terms of housing, education and medical care;

- non-participation and disempowerment of the majority of South Africans;

- Group Areas Act and Job Reservations Act; and

- Bantu Education policies.

However, in order to achieve successes of affirmative action, there needs to be a change in the paradigms of affirmative action :

□ Affirmative Action should be viewed as an investment rather than giving up something;

□ it should not be seen as preferential treatment but as a way of overcoming the effects of past discrimination;

□ should seek to increase the opportunities of formerly excluded groups without denying the employer the opportunity to select qualified people and without closing of all promotional and developmental opportunities to white people; and

□ Affirmative Action should attempt to tackle direct and indirect discrimination (direct discrimination - deprived of opportunities; indirect discrimination - attitudes, assumptions and stereotypes) (IPM, 1994: 21 - 22).

5.2.5 Economic impact

The Tourism / Hospitality industry is the fastest growing industry in the world, earning billions of dollars annually. South Africa has only reached the tip of the iceberg as a result of the following factors :

□ low economic growth;

□ uneven distribution of wealth and income;

□ low levels of productivity;

□   high levels of unskilled manpower; and

□   a high inflation rate (IPM, 1994 : 13 - 15).

The implications of low economic growth resulted in the following structural problems :

□   rising unemployment;

□   decreased quality life;

□   increase in poverty;

□   increased frustration especially amongst black people;

□   high inflation eroding savings;

□   lack of advancement and opportunities; and

□   lack of funding for RDP spending (IPM, 1994 : 13 - 15).

5.2.6 International experiences on Affirmation Action

A number of foreign countries embarked upon the exercise of affirmative action (Malaysia, India, USA). The success rate in most cases was very marginal, for the following reasons :

□   increasing quotas at regular intervals (i.e. continually moving the goal posts);

□   quotas where reached but not goals or objectives;

□   individuals rather than communities benefitted from job reservation;

□   models of development saw development in terms of simply *"pumping"* education into people;

□   top managers not committed to the programme;

□   companies looking for a *"quick fix"* solution; and

    □   lack of enthusiasm and willingness in terms of personal development by participants (IPM, 1994 : 4 - 11).

Therefore South African businesses, including the hotel industry must guard against falling into the same trap as the abovementioned countries. Affirmative action must be based on the following :

    □   advocate for a social and business consensus so that the effort produces the desired effect; and

    □   provide economic rights and material resources for all South Africans.

In conclusion, many affirmative action programmes fail because they are based on a nostalgia for the past rather than on an enthusiastic commitment to a future (IPM, 1994 : 4 - 11).

5.3 IMPLEMENTING ON AFFIRMATIVE ACTION PROGRAMME

5.3.1 Strategic planning process

Medium to large hotel chains in South Africa must develop a strategic planning process that will be unique to its own situation. Such a process will provide a framework within which hotels can consider rationally what their position should be with regard to affirmative action and the advancement of disadvantaged groups. Advancement objectives and programmes must be built into the hotel's strategic plan.

Central to the strategic planning process is a statement of the hotel's objectives. This is a measurable statement indicating what the hotel plans to achieve by the end of the planning period. Definite time schedules must also be compiled. The objectives may be set in areas such as a return on investment, growth and market share.

Strategy formulation, however, refers to the plans and approaches which management will use to take the hotel into the position it wants to be. To arrive at a logical strategy the hotel's internal strengths and weaknesses are matched against the opportunities and threats existing in the external environment.

5.3.2 Identifying stakeholders

The implementation process of affirmative actions involves identifying stakeholders and determining the accountability and responsibility of each individual in the hotel. Too many programmes fail because of a lack of direct participation, accountability or responsibility on the part of the stakeholders.

The most obvious stakeholders involve :

- the central government (Department of Tourism Development);
- the regional government (Regional Tourism Councils);
- employers (management at all levels);
- trade unions (SACCAWU);
- community (employees); and
- HITB.

Reasons for stakeholder participation are as follows :

◻ people understand more about something they have contributed to;

◻ people are more committed to something they have been involved in formulating;

◻ the knowledge, experience and insights of the people at whom the process is directed can be tapped;

◻ participation leads to the empowering of people and releases the potential of individuals to perform effectively; and

◻ it gives the whole process legitimacy and transparency, and therefore acceptance of the end result is made likely (IPM, 1994 : 24 - 26).

5.3.3 Affirmative Action Audit

In the implementation phase of Affirmative action it is important to conduct an audit. The audit is necessary to determine :

◻ the present workforce composition, attitudes and perceptions;

◻ whether the human resources policies and practices within the organisation are free of discrimination and bias; and

◻ the organisational culture (IPM, 1994 : 27 - 30).

Once the affirmative action programme has been implemented it will be necessary to perform an audit on an ongoing basis to determine where one is in relation to the stated objectives.

The audit needs to be both quantitative and qualitative in nature; quantitative in terms of determining workforce composition and qualitative in terms of perceptions and attitudes.

5.3.4 Developing a policy document

The policy document should include a full organisational commitment to the formulation, implementation and monitoring of the affirmative action programme and the further development of all employees. Included in the document a definition of affirmative action must be started and all possible target groups should be identified.

5.3.5 Communicating the policy document

Although this policy statement will have been developed in a participatory manner, it is nevertheless critically important that on its completion, it be communicated to the entire organisation. This is to ensure that it is accepted and all employees are committed to the process of affirmative action and the development of people. The communication process should also outline some of the steps the hotel will be taking to meet its objectives.

Hotels should ensure the most appropriate methods of communication such as:

□   making copies of the policy document available to all staff;

□   explaining policy document to all departmental / regional heads;

□   using videos to explain the effects programme; and

□   having programme built into the selection, recruitment and induction process (IPM, 1994 : 30 - 31).

5.3.6 Monitoring and evaluation

Any intervention, especially one of the magnitude of an affirmative action programme needs to be carefully monitored and evaluated on a periodic basis. This can be done through :

- [ ]   an organisation-wide audit process;

- [ ]   focus group meeting on a regular basis to evaluate progress; and

- [ ]   a monitoring task force.

These structures will allow for the monitoring and evaluation of both qualitative and quantitative factors and should not only focus on the number of people of different races in each job category.
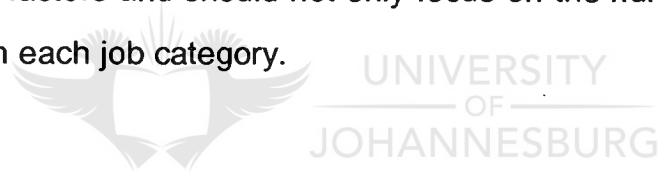
5.3.7 A proposal on how hotel's should introduce affirmative action

(a)   Step 1 : Involving top management

The total responsibility for implementing and monitoring of the affirmative action programme should be vested in the General Manager and Heads of Department of the hotel, with regular feedback regarding progress.

It is important that top management involvement in the programme is active, visible and energetic.

(b)   **Step 2 : Creating an effective environment**

An effective environment allows people to perform according to their potential. With a diverse workforce the challenge is to create a generally effective environment not only applicable to a dominant group, but also allowing other to contribute to their maximum potential.

The development of people with an educational backlog requires more than schooling and classroom training.

It requires opportunities to gain experience thereby acquiring appropriate values and confidence.

The hotels should aim their efforts at the lower echelons as these positions will be the source of later promotion. The creation of trust and belonging must be initiated at the lower levels such as waiters, receptionists, chambermaids and housemen, night auditors, financial clerks and porters.

To achieve some level of success in the hotel, as far as affirmative action is concerned, the following strategies should be taken into consideration:

◊   contact with trade unions (SACCAWU);

◊   design groups (research);

◊   appropriate management system and procedures;

◊   develop and utilise the potential of people; and

◊   (multi-skilling; broad bonding (pay grades); small group activities and feedback and communication).

Step 3 : Selecting, developing and aligning people for outstanding performance

Although the Management Services Department of the hotel, plays a critical role in the maintenance of systems, systems design is often undertaken in collaboration with line management who play an important part in the implementation of these systems.

It is therefore suggested that all Heads of Departments retain the responsibility for affirmative action. The Management Services Department could fulfil the role of expert and facilitator, line management must share the management of affirmative action and retain the responsibility for its implementation.

Aspects of consideration includes :

◊   recruitment;

◊   selection and assessment;

◊   performance evaluation;

◊   post designation; and

◊   education,. training and development.

Step 4 : Pressure mechanisms

It is imperative that hotels create a challenge and apply realistic pressure to ensure performance.

By initiating this process the hotel can avoid outside pressures which could be counter productive and which can lead to tokenism, window dressing or the lowering of performance acquirements.

A steering committee, responsible for monitoring and evaluation, must also be established. The committee must consist of :

◊   the general manager;

◊   departmental heads; and

◊   union representatives.

Step 5 : Holistic approach

To ensure a holistic approach the following matters are addresssed:

◊   the hotel should approach affirmative action as part of a holistic organisational improvement process;

◊   prepare themselves to manage the cultural differences and the conflict that may arise;

◊   best available technologies for finding common ground utilised; and

◊   solutions appropriate to the S A situation should be sought.

It is of utmost importance that no member of staff suffer loss of employment or benefits as a result of the application of affirmative action programmes. This however, can not be said of all South African businesses.

5.4 CRITICAL SUCCESS FACTORS OF AN AFFIRMATIVE ACTION PROGRAMME

5.4.1 Strategic nature of AA

Affirmative action must be regarded as organisation-wide change as opposed to

adhoc change interventions and must therefore assume strategic status within the hotel. This involves seeing affirmative action as a critical element of one's business.

5.4.2 Participation

Affirmative action is very dynamic and should not be implemented as a top-down process, but should be completely participative from the beginning. What is often termed *"participation"* is more often *"consultation"*, the difference being that consultation is where management does the work and then asks the other players for their comments, while participation involves real involvement in the whole process.

The primary reason for participation is to ensure credibility, transparency and a commitment by everyone to the affirmative action process.

5.4.3 Commitment

Unless affirmative action is subtended by commitment, it remains a hallow and dangerous promise. Commitment will facilitate the allocation of physical and human resources. The major stakeholders in industry can play an important role in making opportunities available to all citizens especially to Blacks and women. The large hotel groups have enormous training facilities and capabilities which must be used to impart technology and skills to disadvantaged groups (Nafcoc, 1994 : 6).

The reason for this high level of commitment is to indicate that affirmative action is not just another *"flavour of the month"* intervention, but a long term serious strategy which the organisation and its leaders believe in and take seriously.

5.4.4 Responsibility and accountability

If the affirmative action programme is to succeed, there must be some form of responsibility and accountability. Ultimately the general manager must take responsibility for the whole process, but like management must be responsible for the day to day implementation and they must be held accountable for their performance or non-performance.

5.4.5 Budget

Any organisational change process will cost money, and affirmative action is no exception. It must be realised that change and people development of this magnitude is going to demand large sums of money, and this must be budgeted for. As the affirmative action programme will be organisation-wide, the allocation of resources can be more systematically utilised, and duplication prevented.

Affirmative action should be seen as an investment in Human Resources which will pay infinite dividends in the future.

5.5 BARRIERS TO THE SUCCESSFUL IMPLEMENTATION OF AFFIRMATIVE ACTION PROGRAMMES

The successful implementation of affirmative action programmes is no easy task. It is subjected to many barriers that retard the progress of the process. The more common barriers are the following :

- tokenism and backlash. This damages self-esteem and self-confidence and proceeds from the assumption that blacks, women and disabled employees are defective;

- managers believe that affirmative action will lead to a lowering of standards;

- lack of management accountability or commitment;

- black employees see it as *"window dressing"*;

- discrepancies between training versus promotion opportunities;

- lack of an explicit policy document;

- discrepancies between costs versus tangible results;

- lack of communication;

- political tension as a result of affirmative action;

- people *"hopping"* from one job to another because of better benefits or promotional opportunities; and

- lack of career guidance and career development for all employees (IPM, 1994 : 55 - 57).

A survey done by Iron and Steel Federation (1994) revealed the following results:

□   no or little promotion opportunities (63%);

□   unqualified candidates (38%); and

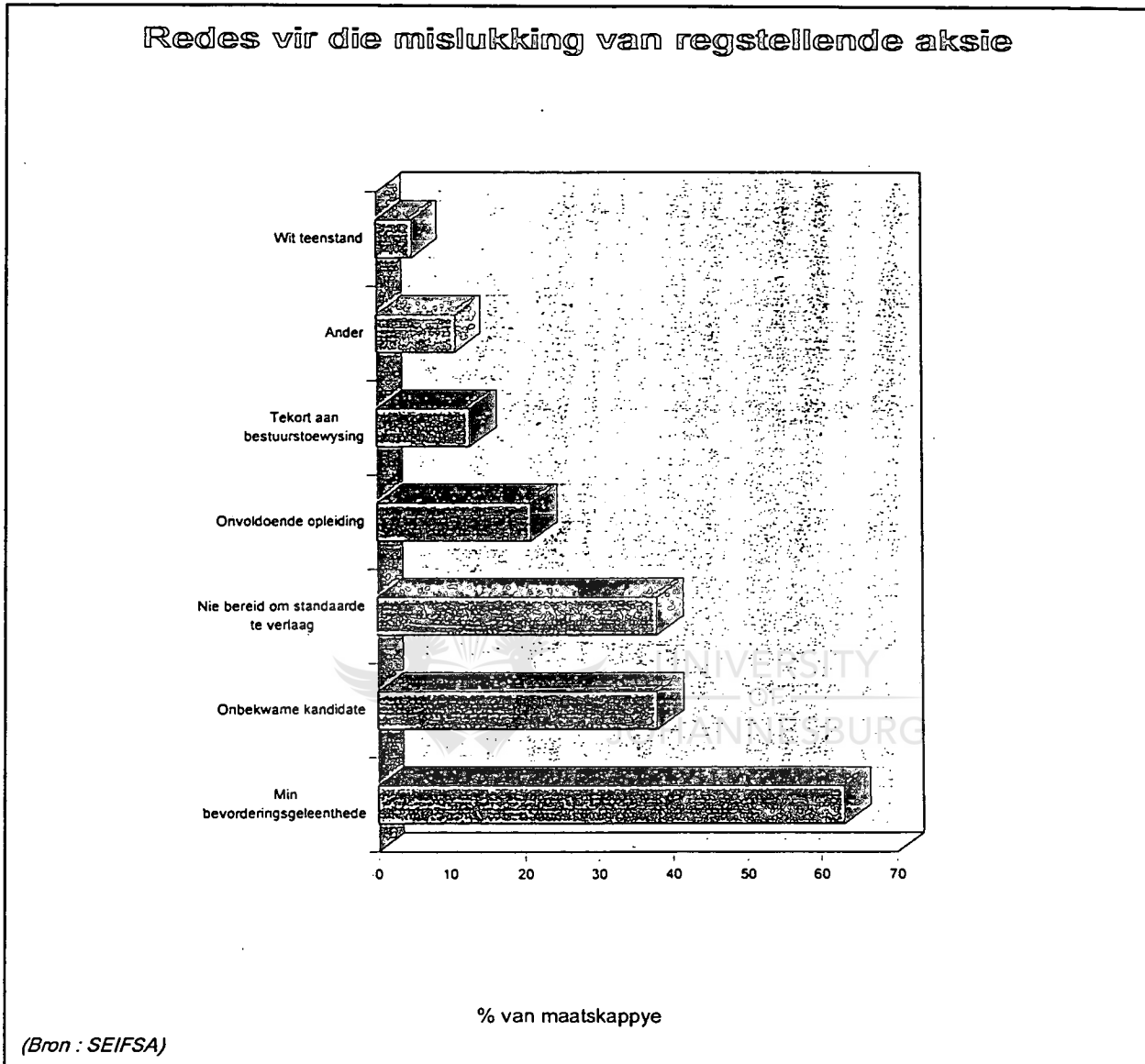□   companies not willing to lower standards (38%).

Figure 5.2 illustrates the reasons for failure of affirmative action in the Iron and Steel Federation.

Figure 5.2 : Reasons for the failure of AA.

Figure 5.2 is a graphical illustration of affirmative action failure in South Africa. Limited promotional opportunities, unqualified candidates and resistance to lower standards are the major reasons for affirmative action failure. However, the latter two reasons can impact negatively, as its implementation can cause certain harm to business and the economy as a whole. Lack of training and development opportunities, in addition to a lack of commitment on the side of management, further complicates the issue. White resistance to a lesser extent also causes a problem. Affirmative action has caused a definite measure of fear amongst certain groups of people. They fear losing their jobs to unqualified candidates.

However, a lack of promotional opportunities, about 65% of all companies, can be ascribed as the main reason for affirmative action failure.

FIGURE 5.2
REASONS FOR THE FAILURE OF AA (SEIFSA)

Redes vir die mislukking van regstellende aksie

Wit teenstand

Ander

Tekort aan bestuurstoewysing

Onvoldoende opleiding

Nie bereid om standaarde te verlaag

Onbekwame kandidate

Min bevorderingsgeleenthede

0   10   20   30   40   50   60   70

% van maatskappye

(Bron : SEIFSA)

5.6   GENDER ISSUES

"First and foremost affirmative action should concentrate on blacks, but not exclude other groups and particular attention must be paid to black women and disabled people. We firmly believe that women and people with disabilities

should benefit from fundamental equal opportunity situations which are gender, disability and race sensitive". (IPM, 1994 : 58).

Since the Second World War, when women were forced into industry to sustain the economy and feed their families, the number of working women has been on the increase. However, despite this increasing number of working women, discrimination in the workplace is still rife, especially in the areas of recruitment, promotion, equal pay for work of equal value, equal fringe benefits and sexual harassment.

Approximately 20% of all managerial and administrative posts are filled by women in South Africa. The glass ceilings in big companies as well as unemployment are forcing more and more women to the small and medium enterprise sector where they seem to be proving themselves as resourceful enterpreneurs.

However, if one looks at the broad picture the number of women in senior management and board of director level, the picture is still heavily male dominated. Furthermore, of the 28 cabinet ministers in the government of national unity, only three are women (10%).

No other industry discriminates more against women than the hotel industry. Even the educational institutions, training hotel managers and other staff, are informed to accept more males than females. Females are good enough for the lower level, operational functions, but all or most management positions are reserved for males. Reasons for this type of discrimination flows from the following assumptions :

- females get married and are not available for night duty;

- they have to see to a family that sometimes interferes with their work;

- they are too emotional; and

- they lack initiative and drive (IPM, 1994 : 59).

These assumptions are not entirely true. Within the hotel industry it is important to investigate all policies and practices to ensure they are gender sensitive. Policies to take particular note of include medical aid, pension or provident fund, housing and subsidies and education.

The procedure to take particular note of includes recruitment and selection, promotion, equal pay for work of equal value and equal fringe benefits. If the hotel industry do not have a policy on sexual harassment, maternity, paternity or child-care, it could be suggested that they look at developing them.

Under the Bill of Rights, section 8(2) direct and indirect discrimination against women is prohibited but the exact implications of this are still to be tested in a court of law.

5.7 MANAGING DIVERSITY

Diversity is an inevitable result of any affirmative action programme. It is thus defined as :

"... every individual has a uniqueness, bringing his own special talents and attributes to the workplace which can be utilised for the benefit of the greater whole. It seeks to explore individual values and gain respect and value for differences. It rejects assimilation, seeks to expand the corporate culture to

accommodate the diversity of its employees and encourages individuality. It provides a foundation for the different human resources initiatives such as affirmative action, mentoring, succession planning and career pathing". (Wingrove, 1993 : 5).

From this definition, the following common elements can be identified :

□   that managing diversity involves valuing and respecting other people, their customs and beliefs;

□   it is the direct result of any affirmative action programme;

□   it is about identifying and dealing with negative perceptions and stereotypes; and

□   it is a conscious active process.

Diversity is an extremely broad subject and would involve different areas of focus for different people. In South Africa, one could probably say that its particular areas of focus are race, religion, ethnic origin, disability, sexual preference and gender.

A question that comes to mind is : *"Why is managing diversity critical in the South African Hotel Industry?".* The answer flows from :

□   racism is still rampant in the workplace;

□   mismanagement of diverse groups in hotels impact negatively on productivity;

□   the management of diversity is a requisite for effective affirmative action;

□   economic growth is dependent on tapping human resources potential of all groups;

▣   underutilised pools of labour is an important source to meet demand for skilled labour; and

□   corporate contribution to the RDP - Masakhane - through managing diversity.

On an interpersonal level managing diversity mean :

□   shifting from ignornace to understanding;

□   overcoming stereotypical attitudes;

□   treating others as individuals, not mere representatives of groups.

Figure 5.3 gives a brief overview of the essential elements of managing diversity.

The action plan for managing diversity involves :

□   a cultural change across the population spectrum in South Africa. This is an essential element for nation building;

□   continuous communication between all parties involved in the process;

□   ongoing education, training and development takes place;
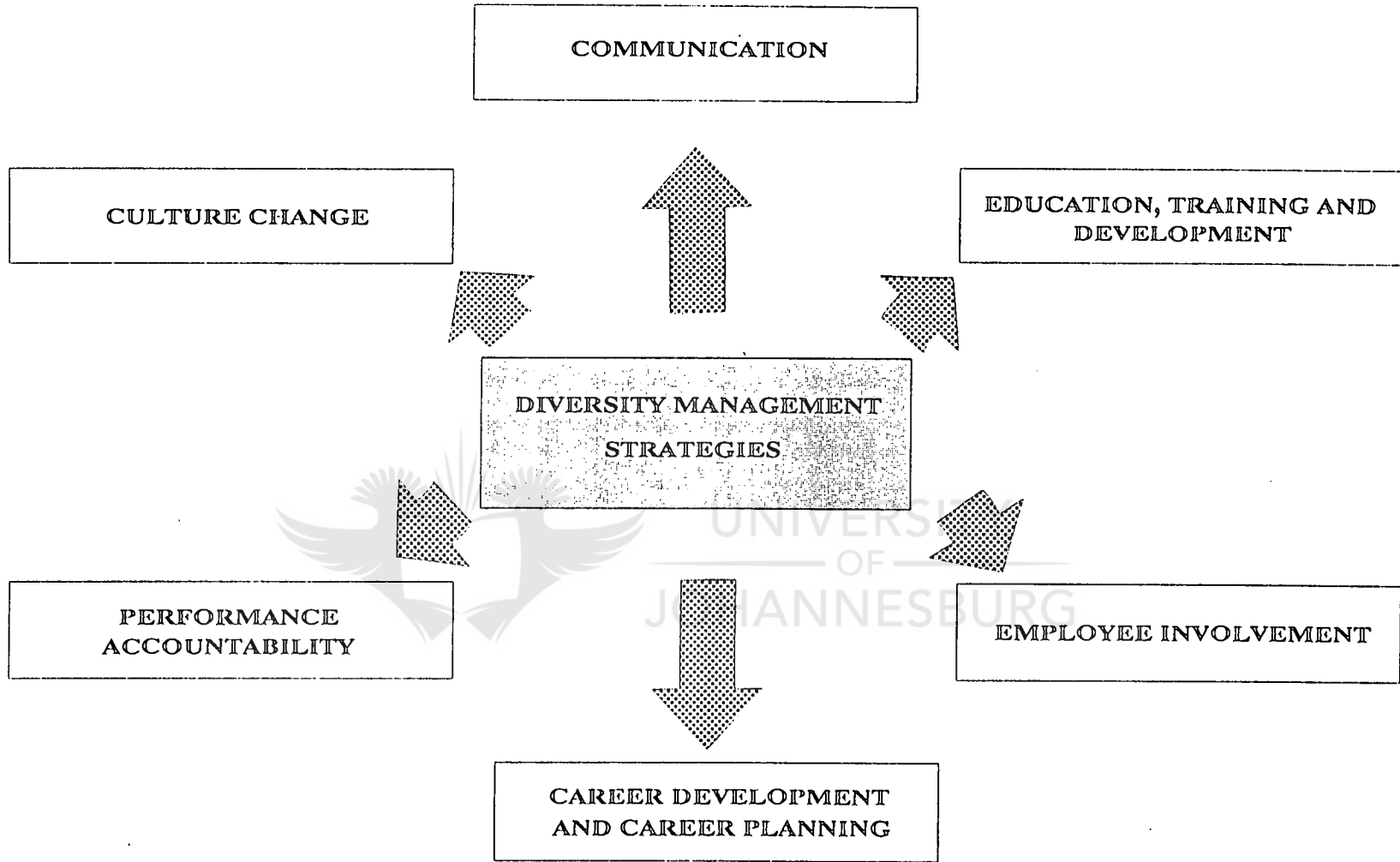
Figure 5.3
MANAGING DIVERSITY : AN ODD PERSPECTIVEN (ESCOM, 1995 :   )

☐　　　employee involvement and empowerment must be encouraged;

☐　　　developing and planning career opportunities for all candidates; and

☐　　　instilling responsibility and performance accountability amongst all candidates.

In conclusion, diversity adds value to a hotel, its products and services. Hotels need to start becoming receptive to other cultures and ways of doing things to enhance the potential that lies within their hotel.

5.8　NATIONAL QUALIFICATIONS (NQ)

National qualifications describe what people at all levels should know and be able to do at work. NQs have been developed by the Hospitality Industries Training Board (HITB) in conjunction with industry. These qualifications provide a framework for the development of a workforce qualified to nationally agreed standards and in so doing raising the standards of performance in our industry (HITB, 1995 : 2).

The main core of NQs are :

☐　　　Employment led

They are based on standards developed and agreed with the hospitality industry and in so doing accurately reflect employers' needs.

□ **Work-based qualifications**

In order to achieve a NQ, individuals are assessed doing their jobs in their place of work. Individuals need to demonstrate that they can do their job consistently well under normal work pressure. There are no examinations.

□ **Nationally recognised**

NQs are based on national standards which are recognised by the industry throughout S A. This will provide individuals with a clearer path for career development as well as a way of recognising and recruiting qualified and competent staff.

□ **Available to everyone**

NQs are available to anybody, regardless of their age, sex or ethnic group. There are no entry requirements and no time limits for completion. NQs provide the opportunity for anybody with experience in our industry to become qualified; this includes newcomers, those who are currently unemployed, individuals who are working within the industry and those who are already qualified through traditional methods.

Table 5.2 illustrates the qualifications framework for a hotel.

TABLE 5.2
QUALIFICATIONS FRAMEWORK

What is the qualifications framework ?

THE QUALIFICATIONS FRAMEWORK
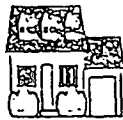
LEVEL	ACCOMMODATION SERVICES	FRONT OF HOUSE	FOOD PREPARATION AND COOKING	FOOD AND DRINK SERVICE	GENERAL SERVICE
1	HOUSEKEEPING AS101	PORTERING FH101	FOOD PREPARATION AND COOKING GENERAL FP101	FOOD AND DRINK SERVICE - TABLE FS101	GENERAL SERVICE TABLE GS101
			FOOD PREPARATION AND COOKING QUICK SERVICE FP102	FOOD AND DRINK SERVICE - COUNTER FS102	GENERAL SERVICE COUNTER GS102
				FOOD AND DRINK SERVICE - TAKE AWAY FS103	GENERAL SERVICE TAKE AWAY GS103
				FOOD AND DRINK SERVICE - ROOM SERVICE FS104	GENERAL SERVICE BAR GS104
				FOOD AND DRINK SERVICE - BAR FS105	GENERAL SERVICE FOOD PREPARATION GS105
2	HOUSEKEEPING AS201	RECEPTION FH201	FOOD PREPARATION AND COOKING GENERAL FP201	FOOD AND DRINK SERVICE - TABLE FS201	GENERAL SERVICE TABLE GS201
			FOOD PREPARATION AND COOKING QUICK SERVICE FP202	FOOD AND DRINK SERVICE - BAR FS202	GENERAL SERVICE BAR GS202
3	HOUSEKEEPING AS301	RECEPTION FH301	FOOD PREPARATION AND COOKING GENERAL FP301	FOOD AND DRINK SERVICE - TABLE FS301	
			FOOD PREPARATION AND COOKING SPECIALIST - PASTRY FP302	FOOD AND DRINK SERVICE - COUNTER & TAKE AWAY FS302	
			FOOD PREPARATION AND COOKING SPECIALIST - CRAFT FP303	FOOD AND DRINK SERVICE - BAR FS303.	

(Source : HITB, NQs Guideline)

The diagram outlines the three different levels pertaining to the qualifications framework. They are :

☐   Level 1

Competence in the performance of a limited range of work activities, most of which may be routine and predictable e.g. sculler.

☐   Level 2

Competence in a varied range of work activities, across a wide variety of contexts. Some of the activities are complex or non-routine and there is some responsibility or autonomy e.g. a waiter.

☐   Level 3

Comptetence in a broad range of work activities performed across a wide variety of contexts and most of which are complex and non-routine. There is considerable responsibility and autonomy and control of others is often a requirement, e.g. a supervisor.

Table 5.3 outlines the fundamental differences between traditional qualifications and NQs. It highlights the essential elements that are noticeably different between traditional qualifications and NQs.

TABLE 5.3
THE DIFFERENCES BETWEEN TRADITIONAL QUALIFICATIONS AND NQs

TRADITIONAL	NQ
KNOWLEDGE BASED	COMPETENCE BASED
EXAMINED IN CLASSROOM	ASSESSED IN WORKPLACE
FOCUSED ON INPUT	FOCUSSED ON OUTPUT
VARYING STANDARDS	NATIONALLY AGREED STANDARDS
BARRIERS TO ACCESS	NO BARRIERS TO ACCESS
PRIMARILY AVAILABLE AT INSTITUTIONS	WIDELY AVAILABLE IN THE WORKPLACE
FIXED LEARNING	FLEXIBLE LEARNING
HIGH COST FACTOR	LOW COST FACTOR
INSTITUTION CONTROLS LEARNING	LEARNER CONTROLS LEARNING

(Source : HITB, 1995 : 5)

NQs are beneficial to both employees and employers.

□   Benefits to employees

◊   recognition of success at work;

◊   increased job satisfaction;

◊   incentive for achievement;

◊   clearer career pathing;

◊ better motivation; and

◊ reduced grievances (NQ guideline : HITB).

□ **Benefits to employers**

◊ easier recognition and recruitment of competent staff;

◊ qualifications relevant to all sectors of industry;

◊ training is geared towards the needs of the job;

◊ results of training are measurable;

◊ raised productivity; and

◊ a more professional industry.

In conclusion, it is important to note that NQs and affirmative action goes hand in hand. The one compliments the other, and therefore cannot be divorced from one another.

5.9 BLACK ECONOMIC EMPOWERMENT – THE FEDICS WAY

Fedics, with the Protea Hotel group as one of its affiliates, can be regarded as one of the forerunners in the process of black empowerment in S A. As early as 1984, Fedics recognised the need to begin affirmative action for its long-term success. Their black empowerment programme covered four main components:

□ affirmative action;

□ training and development;

□ joint ventures with black-owned companies.

By March 1987, the Fedics Affirmation Action programme was well established.

Fedics invested over R20 million in all aspects of training and development of its people. Capital spending went into the following :

□ Fedics founded its own Training College (The Institute for Hospitality Studies - 1985);

□ trains employees of other major corporations and black entrepreneurs;

□ establishment of regional training centres in Cape Town and Durban;

□ executive chefs conduct continuous on-the-job training; and

□ Fedics spends over R60 000 annually on bursaries for promising black matriculants.

A number of people made it up the corporate ladder in Fedics, such as :

□ Ignatius Sethole CA(SA) - General Manager, Finance.
□ Yeocullite Radebe - Training officer.
□ Zweli Nkosi - Chairman, Reef Food Services.
□ Ashley Mabogoane - Chairman and CEO of FABCOS.
□ Prof Sipho Nhlapo - Chairman, Blue Circle Catering Services.
□ Val Arlow - Creditor Supervisor.
□ Rantsitili Montsisi - Chairman, Valley Trust Nutrition.

In conclusion, Fedic's contribution to skills and management training for the industry cannot be overemphasized. Fedics regards its employees as their greatest asset and therefore they are not shy to invest in them.

5.10 CONCLUSION

Affirmative action provokes any number of reactions varying from outright rejection, to acceptance and support by persons who emphasized the need for such policies in a multi-cultural society like South Africa, which has historically developed unequal access to resources and opportunities by the various population groups.

Affirmative action can mean many things. It may refer to *"racial preferential treatment for good reasons"*. It could mean the redistribution of resources and opportunities. It may also refer to preferential financial assistance by business to institutions of those communities which have been traditionally disadvantaged.

Affirmative action, be it good or bad, is a process that will have to be accepted by all South Africans in the interest of nation building. Affirmation action is a process to redress the *"evils of apartheid"*, such as discrimination and job reservation. It will not only provide greater opportunities for the underprivileged communities of the country, but at the same time increase the levels of skills.

If affirmative action is successfully implemented, it will result in a more competitive skilled labour force that will make a tremendous impact on the economy of the country. A more productive labour force will stimulate the country's downsloping economy.

Affirmative action will instill pride in people and make them appreciate the fact that they are contributing to the overall objectives of organisations.

The hotel industry in South Africa is well-known for its tremendous high levels of staff turnover. This affects the hotel's productivity tremendously. High staff turnover can be ascribed to a lack of skill, low moral and demotivated employees. In this regard, affirmative action can increase levels of skill, provide greater job satisfaction and instill greater responsibility. National qualifications (NQs) can also be seen as an integral part of affirmative action.

The hotel industry should commit themselves to play a meaningful role in the RDP by equipping their people with relevant training opportunities to progress and grow in their chosen careers.

SYNOPSIS

CHAPTER 6

MANAGEMENT DEVELOPMENT

When one considers the environment in which the South African hotel industry and, more specifically, how the managers within this industry, operate, one cannot ignore the fact that these business executives are faced with constant and rapid changes in their environment.

No modern business will be capable of continued success and progress without planned attention to the growth and development of its managerial staff. For any manager to be effective and complete tasks successfully, certain skills are required.

Hotel managers fill various managerial roles. The three main categories include interpersonal, informational and decisional roles. For hotel managers to be successful, it is important that they develop the necessary skills required of them to fill these roles successfully.

For any management development programme to be successful, it is important that management potential be identified. There is a wide variety of techniques which can be used to identify management potential.

The need for management development stems from the fact that managers function in a continually changing environment. These changes include technological changes, changes in public attitudes and demands, socio-political and economic changes and a host of others. In an attempt to ward off absolenscence and remain competitive, the industry requires managers who will be pro-active and well-informed. For this to happen, managers must be developed continuously.

The nature and culture of each hotel business will have an influence both on the attitudes of managers towards management development and the style and nature of the management development programme. A culture conducive to change will encourage the development of managers' skills, their abilities and their attitudes.

Training, however, forms an integral part of development and plays a major role in the development of any manager.

CHAPTER 6

MANAGEMENT DEVELOPMENT

6.1 IDENTIFICATION OF MANAGEMENT POTENTIAL

As a manager in the hotel industry, one's most challenging responsibility is to ensure that the service provided meets the expectation of one's guests and customers. This requires organisational skills, personal integrity, intelligence, a sense of responsibility, an even temperament and a good memory.

In the light of the diversity of the very nature of the hotel manager's responsibilities, tasks and functions, it is essential when identifying management potential, to consider the various roles which they fulfil. As managers carry out the four management functions of planning, organising, directing and control, they will assume different managerial roles. The major managerial roles include:
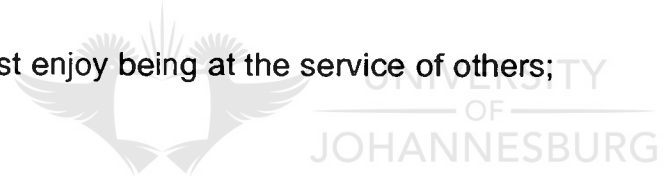
- interpersonal roles - position of authority of a manager;
- informational roles - knowledge collection and distribution; and
- decisional roles - making continuous decisions on behalf of the organisation.

According to the HITB (1989) hotel managers should possess the following characteristics :

- have a strong assertive personality with an ability to lead other people;

- have a strong analytical ability in terms of people handling and problem solving;

- they need to be positive and enthusiastic people by nature;

□   need to be practically orientated people with a keen intelligence and good organisational ability;

□   they should have the ability to be straightforward, yet remain tactful;

☒   they must have a strong entrepreneurial flair with a desire to achieve results; and

□   because of the long hours managers in this field are required to work, a great deal of stamina is essential.

According to Mornet (1981 : 195) the characteristics which hotel managers must possess can be summarised as follows :

□   they must enjoy being at the service of others;

□   hotel managers must maintain high moral standards, with honesty and integrity being essential;

☒   hotel managers must be goal-achievement motivated;

□   potential hotel managers must enjoy their role as managers. They must enjoy the exercising of authority and managing;

□   potential managers must possess a thorough knowledge and experience of the hotel industry. They need to have a strong sense of the history of the industry and its future developments. This implies that hotel managers will have to have the ability of adapting to change, applying new

management techniques, automisation, and effecting structural changes in the organisation; and

□   when one considers the complexity of situations and events in current business practice, and the tremendous demand this makes on management, it is quite obvious that effective management development and training are absolutely essential to equip hotel managers adequately for their manifold tasks and responsibilities.

Considering the forementioned perspectives of the HITB and Mornet, it is clear that the typical hotel manager in S A should possess the following characteristics:

□   hotel managers must possess a strong entrepreneurial flair which is achievement-motivated;

□   a thorough knowledge and experience of the hotel industry is imperative;

□   good interpersonal skills, together with the ability to communicate successfully with employees and customers are essential;

□   hotel managers need to take pride in itself, and have good health in order to cope with the long hours associated with the nature of their jobs;

□   hotel managers will be highly respectable individuals who will possess the ability to lead others and in doing so generate enthusiasm amongst their subordinates; and finally

□ hotel managers need to possess a positive attitude toward management development and towards encouraging the development of all subordinates within the organisation (Morgan, 1993 : 61).

It is remarkable to note that too often managers in the hotel business have been *"qualified"* through experience.

It is important to note that people come to hotel management careers via a range of routes. Wood (1992 : 79) identifies three principle sources of hotel managers:

□ those who come to the industry with a formal hotel school or university training;

□ those who train for management within the industry after starting either in craft positions or being given a traineeship (Block Release and RCC); and

□ those who have a career in another industry followed by late entry into the hotel industry.

Wood (1992 : 80) believes that the last reason is most typical of hotel owner-managers and their lack of training and inability to manage effectively. These managers often do not possess the management potential required to be successful in the hotel business. This is one of the reasons why so many small owner-managed hotels fail in South Africa.

6.2   THE NEED FOR MANAGEMENT DEVELOPMENT

For to many managers, the whole idea of management development is vaguely threatening. Without it, however, the rapid increase in change, technology and education would make it all but impossible for managers to stay on top in their chosen fields and ahead of their subordinates.

Management development is a potentially confusing subject because it is possible to develop several different perspectives of this field.   These perspectives would for example include the following :

- □   within the function of management development, various activities such as training, coaching, career planning, appraisal and job rotation might all have some part to play (Crous, 1984 : 124);

- □   management development is a philosophy or style of management. It is a reflection of managers' attitudes, values and the way in which managers behave and interact in all aspects of their work (Ashton and Easterby-Smith, 1979 : 2-3);

- □   management development is an agent for change and is therefore a means to bringing about changes in managers' behaviour in order to help them achieve organisational goals more satisfactorily (Ashton and Easterby-Smith, 1979 : 2-3);

☐　　　management development is also the continuous education of the individual manager at all stages of his career. In this way an individual's skills are developed in such a manner that they can be optimally implemented; and

☐　　　the element of self-development forms an integral part of management development. People may receive guidance, and the necessary developmental opportunities, but ultimately the decision to develop must be taken by the individual manager himself (Boydell and Pedler, 1982 : 47).

6.2.1 What is management development?

When attempting to define management development, confusion often arises because of the fact that managers tend to select only one of the above-mentioned perspectives as their underlying definition of management development. In an attempt to procure a suitable definition of the concept of management development for this chapter, it is necessary to reflect on the definitions used by some of the more significant authors.

☐　　　*"The systematic improvement of managerial effectiveness within the organisation, assessed by its contribution to organisational effectiveness".* (Morris, 1979 : 11).

☐　　　*"A conscious and systematic decision-action process to control the development of managerial resources in the organisation for the achievement of organisational goals and strategies"* (Ashton and Easterby-Smith, 1979 : 3).

□ *"Any planned, guided or directed activity undertaken by a manager to help himself become more compotent in his present position or to prepare him for heavier responsibilities to come"* (Reeves, 1969 : 10).

□ *"Is the total process which an organisation adopts in preparing its managers for the growth and changes that occur in their working environment"* (James and Woodcock, 1985 : 1).

From the abovementioned definitions, it is evident that management development is a deliberate and continuous process. It will flourish in an organisation where top management believes in it, supports it and rewards it. Management development involves a whole range of activities which include sound selection procedures, organisation and manpower planning, performance evaluations, reviews and appraisals and day-to-day coaching and counselling. It is also concerned with job enrichment, training and planned learning experiences including seminars, workshops and courses. All this, however, can only be attained if the individual's own desires, attitudes, opinions and commitment to skills development are taken into account (Morgan, 1993 : 72).

6.2.2 The context and extent of management development

6.2.2.1 The context of management development

The reality of management development is not and cannot be described by a conventional job description or similar elaboration of a manager's tasks. For management development to be effective, Hodge (1987 : 194) suggests that it is essential to consider managers according to the following three dimensons :

- a manager is an individual distinct from the company, with convictions, fellings, ideologies and a life outside the company;

- a manager is an employee, conscious of how he is being treated as an employee, with the need to be motivated and led; and

- a manager is a member of a management team which needs to be more than simply a collection of individuals if the organisation is to be effective.

"A manager is only as good as the culture he works in, as determined by its general standards, values, behaviour controls and reward systems". This culture can either increase a manager's performance and effectiveness or pull it down (Hodge, 1987 : 195).

The culture of an organisation can therefore restrict and prevent a manager from achieving both intellectually and experientially. At the personal level it can result in the manager being profoundly unhappy as his values and ideologies may be different from those of the organisation as a whole. The opposite is equal true. The culture of an organisation can give a manager powerful support in the performance of his task.

6.2.2.2 The extent of management development

The term management development was initially popularised in the late 1950's and early 1960's at a time when the problem of executive succession became acute in a number of organisations (Beckhard, 1982 : 51).

This situation has resulted because of legislation which had been passed, defining that the appropriate retirement age was 65 years. Prior to this, successors' were developed from crown princes, elder sons and professional colleagues (Beckhard, 1982 : 51). The sudden realisation that there was a total lack of preparation for succession at management levels forced managers to consider management development activities.

This led to succession plans, rotation planning, systems for identifying potential in employees and training for general managers became essential. Training and development of management skills were emphasised and an interest in the development of group skills and team leadership skills was evident (Beckhard, 1982 : 52).

As far as the South African hotel industry is concerned, the industry is experiencing a period of rapid change and re-adjustment. Although the need to develop managers has been identified by the larger hotels, hotel groups and chains, many of the smaller hotels have not yet accepted his challenge (interview conducted with E Ruygrok, 31 March 1992, HITB).

According to Ruygrok, the industry still has a long way to go in the establishment of management development programmes. As yet there is very little, if anything, which is done as regards management development in the hotel inustry. Change is rarely welcomed and frequently feared. However, it is management's responsibility to achieve commitment to the need for management development in order to maintain competitiveness and ensure survival of the hotel business.

As positive development has been the increased emphasis on the need to train employees. The recent development of the Levy and Training Grant Scheme will

encourage new forms of training and assist in identifying and developing individuals to their full potential within the industry (Wigley, HITB, 1991 : 12). The grant scheme, amongst other things, will make provision for the development of management and interpersonal skills training.

6.2.3 Criteria for success in management development

As has already been mentioned, people are an hotel's most important asset and at least as much, and preferably more, effort needs to be devoted to the care and future of this asset as is given to physical assets or other resources in the hotel (Hodge, 1987 : 201).

If management is in fact going to invest considerable capital in its management team and their development, the organisation needs to be assured that it will achieve success in management development.

Hague (1988 : 163-173) suggests the following seven criteria for success in management development :

- a tripartite partnership should exist between the manager, his employee and the trainer;
- development should be continuous;
- the relevance of management development;
- is the development inter-disciplinary?;
- the application of sufficient action learning;
- are networking being built that will endure?; and
- the quality of management training should be good (Morgan, 1993 : 81-83).

Although the best approaches may also be the most expensive, the outlay of capital here should be viewed as an improved long-term managerial performance.

6.3 DEVELOPMENT OF MANAGERS

6.3.1 Dimensions of development

According to Drucker (1974 : 331), there are two dimensions of management development, namely management development and manager development. These two tasks are closely related and have a direct effect on each other.

The first dimension is that of management development. Management development also involves the health, growth and survival of the enterprise. The second dimension is that of manager development and involves the health, growth and survival of the individual (Drucker, 1974 : 332).

6.3.1.1 Management development

Drucker (1974 : 332) is of the opinion that management development begins with the question : *"What kind of managers and career professionals will this business need tomorrow in order to achieve its objectives and to perform in a different market a different economy, a different technology, a different society?".* In this context, management development needs to be aimed at the growth and judgement which managers will require to make difficult decisions under actual working conditions.

Before any management development process can be planned and implemented, it is essential that the objectives of management development be determined.

Dinsmore (1975 : 44) recommends the following primary objectives for management development :

□ *"The provision of a broader base of competent managers from which a selection can be made for positions of higher responsibility;*

□ *the assurance that managerial positions will be occupied by managers who will possess the ability to improve business performance; and*

□ *the development of an environment which will provide for the growth and development of managers to their fullest potential".*

Individual managers are faced with the responsibility of achieving and maximising results. Only a continual development process will ensure increased effectiveness and achievement of results.

The following secondary objectives for management development have been identified by Parry and Robinson (1979 : 11) :

□ *"To provide managers with a conceptual framework for examining their behaviour and their affect on the organisation;*

□ *to develop skills for handling people;*

□ *to develop a unique style, personality and philosophy of management;*

□   *to provide a forum where managers can share experiences, express concerns, solve problems and develop improved communication skills;*

□   *to acquaint managers with resources and the individuals that are made available to the organisation for the achievement of objectives;*

□   *to address problems or opportunities currently influencing the organisation or which may affect it in the future;*

□   *to identify potential managers and evaluate the strengths and weaknesses of present managers;*

□   *to motivate managers to the advantage of the organisation; and*

□   *to create an awareness among supervisors and managers that their welfare is of concern to the organisation".*

6.3.1.2 Manager development

The development of a manager is based on the individual. According to Drucker (1974 : 332), its purpose is to enable an individual to develop his ability and strengths to the maximum extent and to experience individual achievements.

No one is capable of motivating a manager towards self-development, as motivation must come from within. However, managers' superiors and the organisation in which they are employed can provide encouragement, active participation and the guidance required for manager development (Drucker,

1974 : 333). Self-motivation alone, irrespective of how intense, is not sufficient to ensure that development will take place.

Tomorrow's managers have a responsibility to develop themselves. It is a responsibility they have towards their institution and to themselves. Ultimately, a company can make development challenges and experiences available to its manager, but the responsibility rests with the individual, his abilities and his efforts to develop.

6.3.2 Reasons for management development failures

Over the years, many management development programmes have been created. However, a number of them failed dismally. Several reasons can be identified for its failure, such as indicated by Glasner (1968 : 655 - 658):

□   organisations fail to consider the individual and tries to mould the manager into something which he or she does not want to become;

□   good intentions will not result in effective management development. It is essential that development methods and techniques be selected carefully so that they correlate with the culture of the particular organisation;

□   poor selection of employees when appointing managers will also cause management development to fail. An error often made is to assume that the most productive employees will become distinguished managers;

□   inadequate manpower planning in general will result in the failure of management development programmes;

- the unsympathetic environment which can be created by top level managers hamper the implementation of managerial knowledge and ability which lower level managers may have obtained during development programmes;

- management development programmes over-emphasis academic and theoretical knowledge, and therefore managers finds it difficult to cope with the practical nature of the job (Crous, 1984 : 134);

- the inability of the co-ordinator to ensure that the entire management development programme is implemented in accordance with the overall objectives of the organisation (Crous, 1994 : 134);

- the selection of unsuitable management development practitioners for the implementation of management development programmes could result in the destruction of what may have been a most successful management development programme (Burgess and Fryer, 1978 : 35);

- lack of involvement and commitment by top management; and

- management development programmes must address the present and future needs of industry.

6.3.3 Management's responsibility to development

Since one of the primary objectives of management development is the continued growth and effectiveness of the organisation, top management cannot ignore the fact that they have a direct responsibility towards management development.

It is not only the responsibility of top management to ensure that management development is being implemented, but also that it is being implemented effectively and efficiency. In order to achieve this, Frean (1977 : 12) recommends that top management be responsible for ensuring that :

□ organisation have sufficient staff;

□ sufficient managers of the right ability be employed to satisfy the needs for growth and renewal in the business;

□ the organisation follow a policy which is open to change and can adapt easily to change;

□ the managers all have a common sense of purpose and direction; and

□ the managers within the organisation gain satisfaction from working in the business.

Furthermore, top management needs to ensure that the organisation develops an organisational style and culture which is conducive to development. By definition, development means change, thus the managers concerned with this development must realise that their behaviour will have to change. This necessitates managers changing their attitudes, the way they think and their methods by doing things.

Top management needs to consider the implementation of management development as an obligation *"as binding as a legal contract"*. Management development programmes need to have the complete support of top

management to be successful. A lack of commitment to the programme by top management will lead to the absence of clearly defined goals and objectives. The ultimate effect will be the failure of the management development programme and a loss of top management's credibility.

6.3.4 Components of management development

Managers are subject to three forms of learning experience, namely training, education and development (Perry and Robinson, 1979 : 8).

The emphasis in training falls on the specific job that managers perform in the work situation. It concerns the acquisition of knowledge, skills and job-related procedures, rules and techniques in respect of the specific task to be carried out. Training is specific, well developed and measurable (Perry and Robinson, 1978 : 8). It is aimed at the immediate improvement of the manager / worker's productivity.

Education is concerned with the broader subject matter of a conceptual or theoretical nature. It also involves the development of personal attitudes and philosophies and is often express in terms of values, attitudes and perspectives (Watson, 1979 : 4). Education normally includes courses at university, technikons or technical colleges. It is also often reffered to as any formal class activity (Watson, 1974 : 5).

Watson (1979 : 5) believes that training and education should be considered synonymously as *"people act as intergrated beings, whose knowledge, skills and attitudes are interrelated and inseparable"*. He further believes that to make a distinction between training and education is to ignore this interrelationship as the

teaching of knowledge, skills and attitudes cannot be compartmentalised if it is to be effective.

Watson (1979 : 5) describes development as all learning experiences, both on and off the job.

Various components to management development programmes can be identified such as :

- □ training and education (formal and informal education);
- □ development (hands on training);
- □ lectures;
- □ conferences and courses;
- □ case studies;
- □ buzz groups;
- □ role playing;
- □ management games (business simulations);
- □ sensitivity training;
- □ T-group training;
- □ in-service training;
- □ audio-visual training;
- □ action learning;
- □ assessment centres; and
- □ self development.

6.4 A CONCEPT FOR THE DEVELOPMENT OF HOTEL MANAGERS

According to Frick (Hotelier and Caterer, 1990 : 25), the development of hotel managers comprise three levels :

□ education in hotel operations for the departmental management in hotels of all sizes or for the management of small establishments;

□ education in hotel management for the management level of medium and larger hotels; and

□ a university education for the top management level and the specialists at the headquarter of hotel chains and in the general management of very large hotels.

In addition to these three levels of education, an hotel manager's education should be complemented by regular courses. This development system must offer flexible transition from one level of management to the next for those with the required potential to develop.

6.4.1 Character building

The development of a manager's character is one of the most important responsibilities of any development programme. All knowledge and skill will be useless if a manager does not have the correct attitude and work ethic. (Hotelier and Caterer, 1990 : 50).

Well disciplined, self-regulatory character traits, a positive attitude and friendly behaviour are among the features which need to form part of the development programme. Managers are also required to develop self-assurance, an open mind and an understanding, respect and tolerance of others; beliefs, views and ways of life. This is especially true of the heterogeneous society in which the South African hotel manager will operate.

6.4.2 The combination of practice, theories and real life experience

It is crucial to the success of any management development programme that the three elements - practical training, the transfer of theory and on-the-job experience - be incorporated into development programmes in the correct proportions. No volume of theory will have any practical significance for a manager without the necessary practical training. This can take place in management laboratories, case studies or through management games and other forms of simulated training.

"Hotel operations need to place greater priority on human resource management and advance their skills to ensure the consistent delivery of quality service, which is the key to competitive advantage in the hotel industry" (Hotelier and Caterer, 1992 : 56).

Morgan (1993 : 130 - 195), in an empirical study, investigated the development of hotel managers in the South African hotel industry. The target group was selected with the assistance of the South African Tourism Board (SATOER). They identified 170 graded hotels, ranging from one star to four star. A postal survey was completed whereby a questionnaire was mailed to each of the 170 hotels. Unfortunately, only 64 hotels responded.

The findings (results) of the study, revealed some interesting information and statistics :

☐   that there is much speculation and controvery about the HITB's Training Levy and Grant Scheme. This is reflected in the fact that 68,8 percent of the respondents disagreed with the Training Levy and Grant Scheme, and only 31,2 percent agreed.

Figure 6.1 and 6.2; and Tables 6.1 - 6.4 highlights the participants' reaction towards the HITB's Training Levy and Grant Scheme.

FIGURE 6.1
PARTICIPANTS ATTITUDES TOWARDS THE TRAINING
LEVY AND GRANT SCHEME ACCORDING TO STAR
GRADING (% - 1993)

(Source : Adapted from Morgan - 1993)
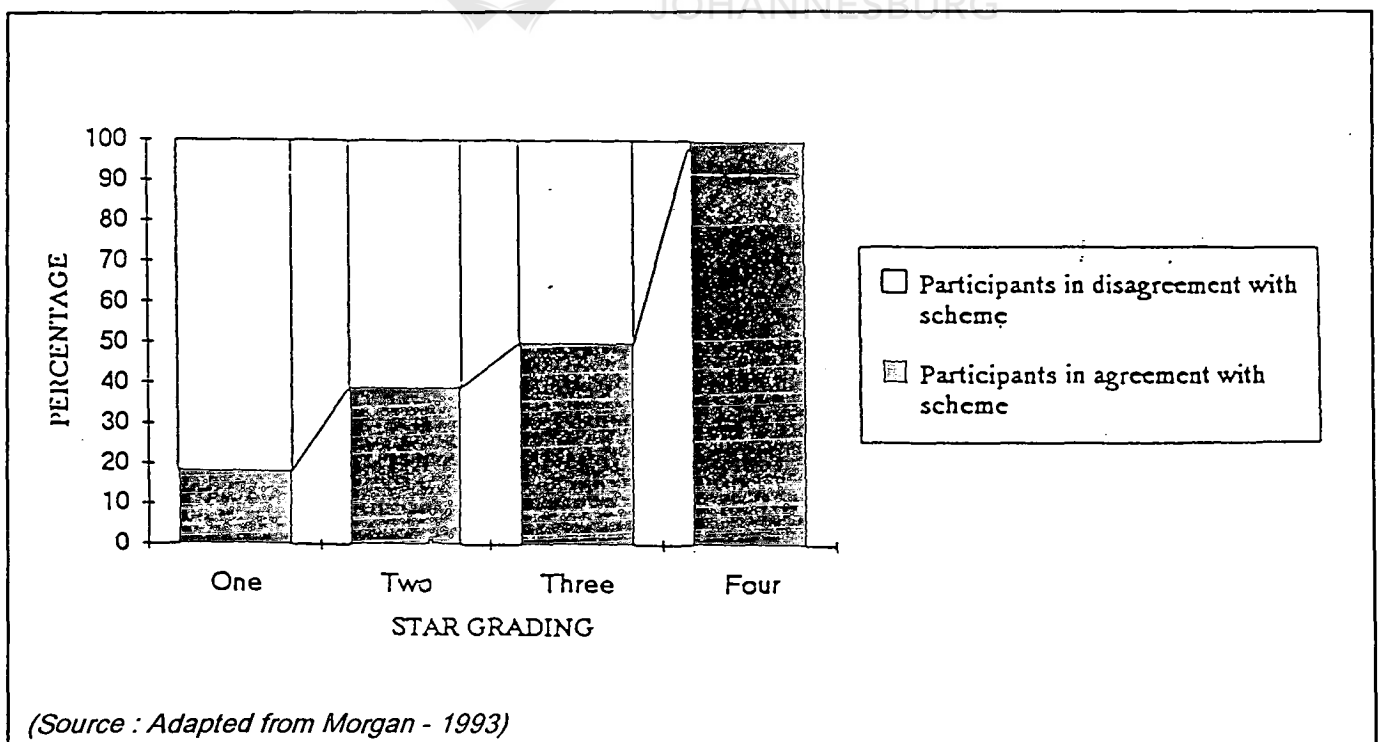
FIGURE 6.2
PIE CHART REFLECTING THE REACTION OF PARTICIPANTS TOWARDS THE HITB'S TRAINING LEVY AND GRANT SCHEME (% – 1993)

31,2%

68,8%

☐ Participants in disagreement with the scheme

▨ Participants in agreement with the scheme

(Source : Adapted from Morgan - 1993)
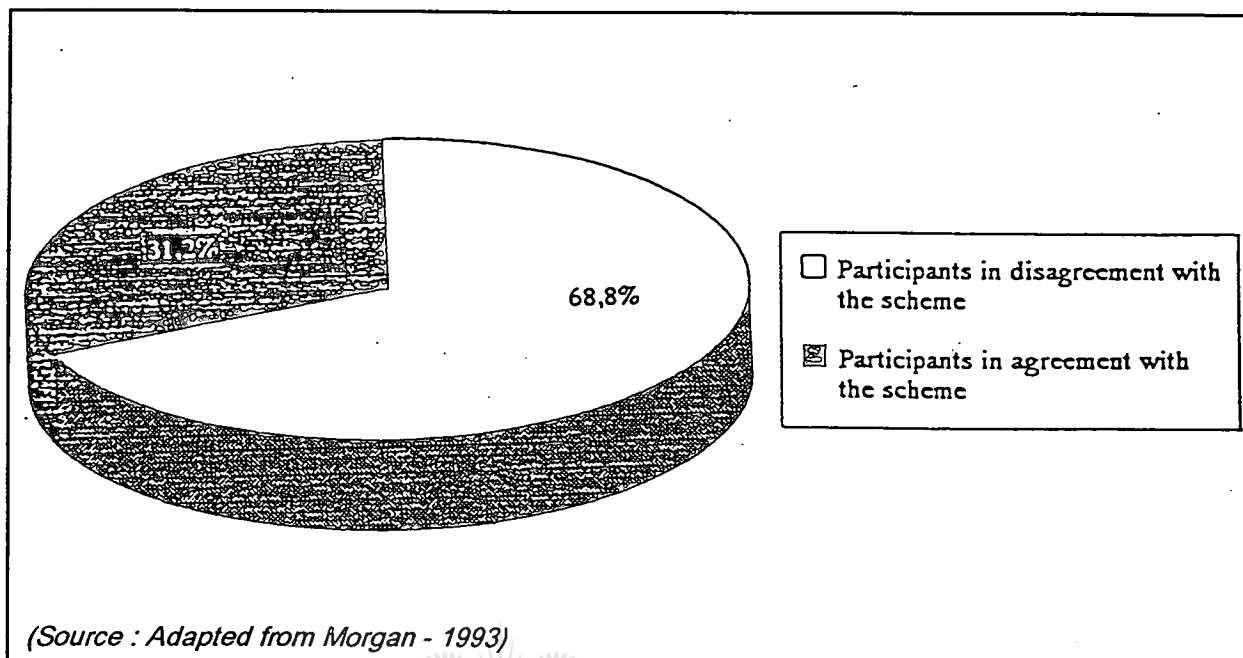
TABLE 6.1
PARTICIPANTS' REACTION TOWARDS THE TRAINING LEVY AND GRANT SCHEME ACCORDING TO STAR GRADING (1993)

Training Levy and Grant Scheme	Opinion of the Training Levy and Grant Scheme					
	Disagree		Agree		Total	
	N	%	N	%	N	%
One-star	27	81,8	6	18,2	33	100
Two-star	14	60,9	9	39,1	23	100
Three-star	3	50,0	3	50,0	6	100
Four-star	-	-	2	100,0	2	100
TOTAL	44	68,8	20	31,2	64	100

(Source : Adapted from Morgan - 1993)

TABLE 6.2
PARTICIPANTS' REASONS FOR DISAGREEMENT WITH THE TRAINING LEVY AND GRANT SCHEME (1993)

Reasons for Disagreement	Star Grading							
	1-star		2-star		3-star		Total	
	N	%	N	%	N	%	N	%
Hoteliers cannot afford to be trained during the present economic recession	15	75,0	5	25,0	-	-	20	100
The Levy and Grant Scheme is too costly	10	58,8	6	35,3	1	5,9	17	100
No further need to train and develop already trained managers	5	45,5	5	45,5	1	9,0	11	100
Managers are satisfactorily effective and efficient	4	50,0	4	50,0	-	-	8	100
No one in the region is able to do the training	6	85,7	1	14,3	-	-	7	100
Insufficient time for development	4	66,7	2	33,3	-	-	6	100
Hotel situated too far away from training facilities : cost factor	3	60,0	1	15,0	1	15,0	5	100
Training is not the responsibility of the employer	4	100	-	-	-	-	4	100
Hoteliers do not know what they are paying for	2	66,7	-	-	1	33,3	3	100
Participation in the scheme was not voluntary	2	66,7	1	33,3	-	-	3	100
Hoteliers unable to utilise the scheme	-	-	1	100	-	-	1	100
Have not seen the benefits of the scheme	-	-	1	100	-	-	1	100
As soon as managers are trained, they seek employment in the larger cities	-	-	-	-	1	100	1	100
Each hotel is unique and must take care of its own training	1	100	-	-	-	-	1	100
Hotel is too small to implement training	1	100	-	-	-	-	1	100

(Source : Adapted from Morgan - 1993)

TABLE 6.3
PARTICIPANTS' REASONS FOR AGREEMENT WITH THE TRAINING LEVY AND GRANT SCHEME (1993)

Reasons for Agreement	Star Grading									
	1-star		2-star		3-star		4-star		Total	
	N	%	N	%	N	%	N	%	N	%
Encourages employers to train and develop their employees	9	39,1	9	39,1	3	13,1	2	8,7	23	100
The correct standard of training can be implemented	5	45,4	4	36,4	2	18,2	-	-	11	100
Employers can now afford training and development	5	62,5	2	25,0	1	12,5	-	-	8	100
Uniform standards can be set for training	5	62,5	2	25,0	1	12,5	-	-	8	100
The cost of training is spread more evenly amongst employers	4	66,7	-	-	2	33,3	-	-	6	100
Training standards can be monitored regularly	5	100	-	-	-	-	-	-	5	100
Training can be privatised	3	100	-	-	-	-	-	-	3	100
Managers can be trained according to the hotels' own requirements	-	-	2	100	-	-	-	-	2	100

(Source : Adapted from Morgan - 1993)

TABLE 6.4
HOTELIERS' ATTITUDES TOWARDS A VOLUNTARY
TRAINING LEVY AND GRANT SCHEME (1993)

Grading	Voluntary Contribution					
	Will Contribute		Will not Contribute		Total	
	N	%	N	%	N	%
One-star	8	36,4	25	59,5	33	100
Two-star	9	40,9	14	33,3	23	100
Three-star	3	13,6	3	7,2	6	100
Four-star	2	9,1	-	-	2	100
TOTAL	22	34,4	42	65,6	64	100

(Source : Adapted from Morgan - 1993)

□   The managerial roles scenario revealed the following :

◊   Interpersonal roles

According to the survey, 85 percent of the respondents indicated that they were engaged in leadership activities. A further 55,9 percent shared the notion that they were involved in liaison activities, while 27,1 percent were engaged in interpersonal roles at the figurehead. Perhaps the reason for the relatively low positive response lies in the fact that many of the small one-star hotels which responded to the survey are seldom involved in activities where they require a figurehead role for their hotels.

TABLE 6.5
INTERPERSONAL ROLES FILLED BY HOTEL MANAGERS (1993)

Reaction	Interpersonal Roles					
	Figurehead		Leader		Liaison	
	N	%	N	%	N	%
Yes	16	27,1	50	84,7	33	55,9
No	43	72,9	9	15,3	26	44,1
TOTAL	59*	100,0	59*	100,0	59*	100,0

*This sample size of 59 is smaller than the number of respondents (64) as the number of respondents who responded to interpersonal roles as a management role was 59 (see table 6.4).

(Source : Adapted from Morgan - 1993)

◊   Informational roles

Almost 75 percent of the respondents suggested that they occupied roles as monitors, while 61,8 percent indicated that they were involved in activities as disseminators of information and spokespersons for their hotels.

TABLE 6.6
INFORMATIONAL ROLES FILLED BY HOTEL
MANAGERS (1993)

| Reaction | Interformational Roles | | | | | |
| | Monitor | | Disseminator of Information | | Spokesperson | |
	N	%	N	%	N	%
Yes	41	74,5	34	61,8	34	61,8
No	14	25,4	21	38,2	21	38,2
TOTAL	55	100,0	55	100,0	55	100,0

(Source : Adapted from Morgan - 1993)

◊ **Decisional roles**

A total of 93,9 percent of all the respondents indicated that they assumed some form of decisional role. About 73,3 percent of the respondents indicated they occupy negotiating roles.

TABLE 6.7
DECISIONAL ROLES FILLED BY HOTEL
MANAGERS (1993)

Reaction	Decisional Roles							
	Entrepeneur		Disturbance Handler		Resource Allocator		Negotiator	
	N	%	N	%	N	%	N	%
Yes	42	70	30	50	30	50	44	73,3
No	18	30	30	50	30	50	16	26,7
TOTAL	60	100	60	100	60	100	60	100,0

(Source : Adapted from Morgan - 1993)

◊ **Training methods used**

There are a wide variety of training methods which can be used to implement training. While each of these methods is useful in specific situations, it is important to remember that in the hotel industry, the employment market is developing in such a way that practical work experience is more likely to have a definite advantage over higher level education. The more opportunities managers have to apply their skills in real situations, the greater the success rate of training will be in this industry.

Table 6.8 indicates the reasons for not implementing training (1993).

TABLE 6.8
REASONS FOR NOT IMPLEMENTING
TRAINING (1993)

Reason	N	%	Ranking
Managers are effective enough	15	36,8	1
Insufficient time	14	34,1	2
Managers are already sufficiently trained	12	29,3	3
Training is too expensive	10	24,4	4
Managers do not want to be trained any further	3	7,4	5
Training is not available in the region	2	4,9	6
Training is still being planned : hotel recently taken over by new management	1	2,4	7
Training has not yet been considered	1	2,4	7
Hotel is too small to implement training	1	2,4	7
Insufficient training courses available in the region	1	2,4	7
TOTAL	41	64,1	-

(Source : Adapted from Morgan - 1993)

Table 6.9 evaluates the most effective methods which can be used during management training.

TABLE 6.9
EVALUATION OF THE MOST EFFECTIVE METHODS WHICH CAN BE USED DURING MANAGEMENT TRAINING (1993)

Training Method	Result	Ranking
In-service training	2,73	1
Self-development	2,42	2
Action learning	2,11	3
Conferences and courses	2,05	4
Audio-visual training	2,03	5
Management games	1,89	6
Lectures	1,84	7
Case studies	1,80	8
The incident process	1,76	9
Role-playing	1,75	10
Simulations	1,73	11
Sensitivity training	1,71	12
Quality circles	1,70	13
Buzz groups	1,67	14
Assessment centres	1,61	15
Full-time on-the-job training in a small hotel	1,50	16
Practical experience	1,50	16
AVERAGE	1,87	-

(Source : Adapted from Morgan - 1993)

Table 6.10 indicates the methods used most regularly during management training in the hotel business.

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TABLE 6.10
METHODS USED MOST REGULARLY DURING MANAGEMENT TRAINING IN THE HOTEL BUSINESS (1993)

Training Method	Result	Ranking
In-service training	2,42	1
Self-development	2,08	2
No training is implemented	1,97	3
Action learning	1,55	4
The incident process	1,45	5
Role-playing	1,43	6
Lectures	1,42	7
Quality circles	1,40	8
Case studies	1,39	9
Management games	1,33	10
Audio-visual training	1,29	11
Simulations	1,26	12
Conferences and courses	1,25	13
Sensitivity training	1,24	14
Buzz groups	1,23	15
Assessment centres	1,14	16
AVERAGE	1,49	-

(Source : Adapted from Morgan - 1993)

Table 6.11 indicates the success rate achieved from management training.

TABLE 6.11
SUCCESS RATE ACHIEVED FROM MANAGEMENT
TRAINING (1993)

Star Grading	Management training was successful					
	Yes		No		Total	
	N	%	N	%	N	%
One-star	8	88,9	1	11,1	9	100
Two-star	10	90,9	1	9,1	11	100
Three-star	4	80,0	1	20,0	5	100
Four-star	2	100,0	-	-	2	100
TOTAL	24	88,9	3	11,1	27*	100

*Not all the respondents implemented training during the past twelve months. Only 27 did so - therefore N = 27 only (see table 6.10)

(Source : Adapted from Morgan - 1993)

◊   **Identification of management potential**

It is clear that one of the key factors for success in management development is that the correct managers not be identified for development. By testing the reactions of participants who indicated that they implemented management development and also identified management potential, certain deductions can be made concerning the relationship between implemented management development and their identification of management potential. A total of 73,9 percent of all participants who identified management potential also implemented some

form of management development. A further 26,1 percent of all participants, although they do not identify management potential, still bring about some form of development.

Table 6.12 indicates a profile of manager in terms of their need for assistance with the identification of management potential.

TABLE 6.12
A PROFILE OF MANAGERS IN TERMS OF THEIR
NEED FOR ASSISTANCE WITH THE
IDENTIFICATION OF MANAGEMENT
POTENTIAL (1993)

| Star Grading | Managers would like assistance with the identification of management potential | | | | | |
| | Yes | | No | | Total | |
	N	%	N	%	N	%
One-star	16	48,5	17	51,5	33	100
Two-star	10	76,9	13	23,1	23	100
Three-star	3	50,0	3	50,0	6	100
Four-star	2	100,0	-	-	-	100
TOTAL	31	48,4	33	51,6	64	100

(Source : Adapted from Morgan - 1993)

In conclusion, the survey made it quite clear that the implementation of management development programmes are paramount to the success of the hotel industry in South Africa.

6.5 MANAGEMENT DEVELOPMENT FOR THE FUTURE

The change which is taking place in South Africa at the moment, goes beyond attempts to deracialise, decolonise and democratise the Society in which managers operate; it reflects a world-wide turbulence in social, political and economic systems (Human, 1991 : 331).

People skills will become an increasingly important component of the skills and abilities required by South African managers of the future. According to Human (1991 : 333), *"the country requires managers who will be able to cope with the ambignity, contradiction and paradox of a turbulent and volatile environment, manager who will be capable of permanently navigating the white water".*

Management development in a changing South Africa requires *"... a change of heart and a change in many managers' states of mind"* (Human, 1991 : 333). It requires more than money, it requires postive and optimistic commitment, creative thinking, time and effort. There is a need to become more sensitive to South Africa's political, social, economic and educational context in the design of management development programmes.

At the University of Pretoria, in the Chair : Hotel and Tourism Management, we believe that a systems approach should be adopted as far as management development is concerned. Figure 6.3 outlines a systems approach to the management of the tourism process and key components of tourism, compiled by Prof Heath and collegues (January 1996).

FIGURE 6.3
SYSTEMS APPROACH TO TOURISM
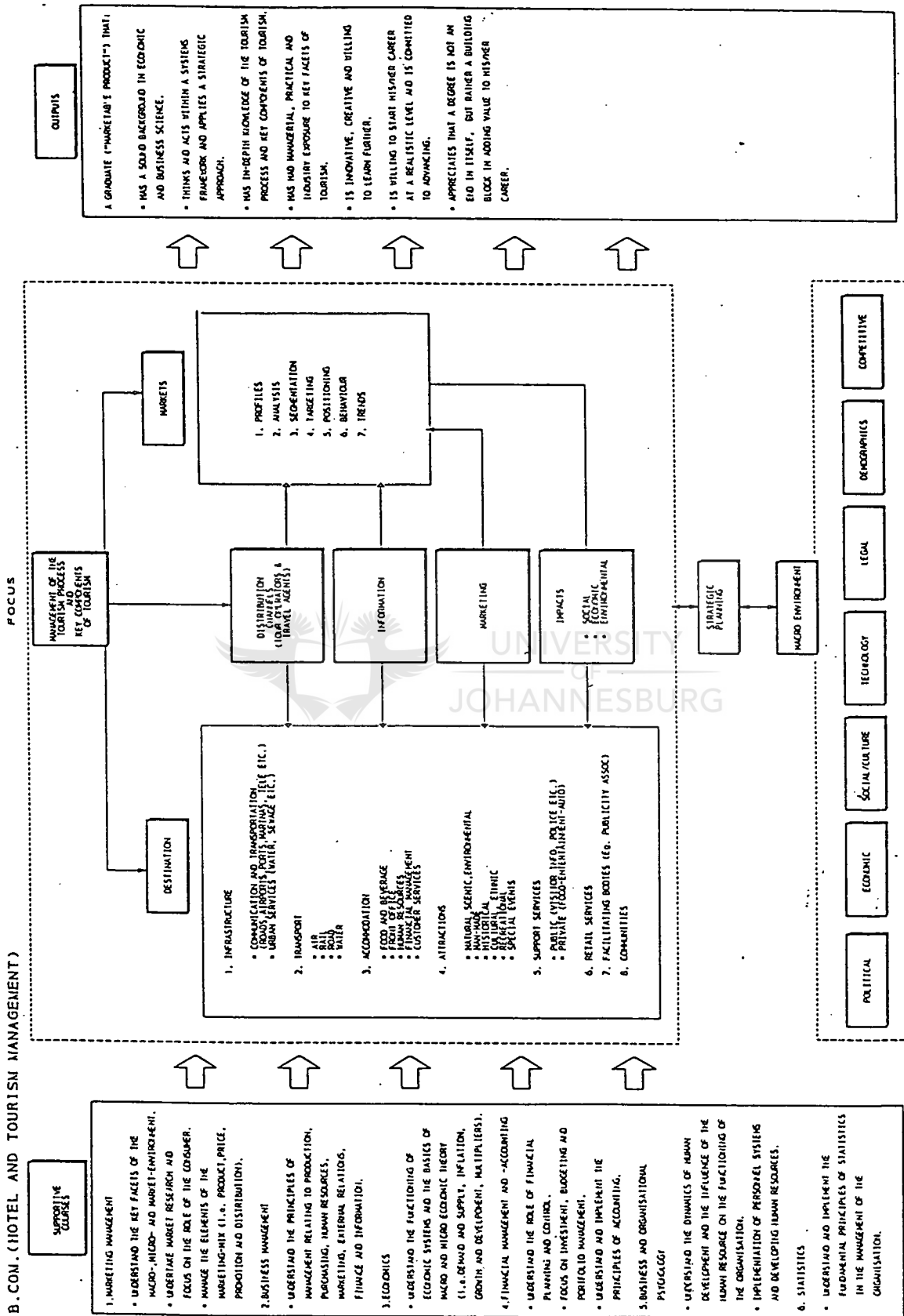
(Source : UP - Hotel and Tourism Management)

6-196

The diagram identifies the macro environment in which the Tourism and Hospitality industry operates. The management process between the destination and markets is highlighted, with the interaction of other important components, such as distribution channel, information marketing and impacts (social, economic and environment). The input (main course plus supportive courses) is weighted against the output, to ensure that a suitably qualified person (marketable product) enters the industry.

6.6 CONCLUSIONS

A discussion regarding the need for management development is highlighted in this chapter.

There are several reasons for the necessity of management development, especially in a continually changing environment. This includes technological changes, changes in public attitudes and demands and changes in organisational structures, all of which require different managerial skills. Managers need to be pro-active and realise that professional managers are required in all sectors of the economy, including the hotel business.

The context in which management development takes place will also play an important role in the degree of effectiveness thereof. A culture which is conducive to change, which will encourage the advancement and development of its managers' roles, their skills, attitudes and their abilities, is highly desirable.

The extent to which management development has been implemented since the 1960s has mushroomed considerably. Some organisations began to recognise

and realize the importance of management development, however, some have only begun recently with training and development.

The decision by the HITB to train employees and the recent development and implementation of the Levy and Training Grant Scheme during March 1992 will encourage hoteliers to train their employees. These grants make provision for the development of management and interpersonal skills training.

There are a number of criteria which need to be complied with in order to achieve success during management development. These include the tripartite partnership between top management, the manager to be trained and the trainee, the need for continuous, relevant, inter-disciplinary management development programmes, the use of action learning during management development programmes and the building of networks between top management, programme designers and managers themselves.

Management development has two dimensions, namely, management development and manager development. Management development involves the growth, development and survival of the enterprise, while manager development involves the growth, development and survival of the individual manager. These two components should not be seen as isolated from one another as they are closely related.

The failure of management development programmes can be ascribed to many reasons such as :

□ organisation fails to consider individuals development needs;

□ poor selection of participants to the programmes;

- lack of support from top management;

- over-emphasis on theoretical courses as a opposed to hands-on, practical training;

- poor programme planning; and

- the appointment of unsuitable management development practitioners.

Top management has an important responsibility towards the development of managers at lower levels of management. No organisation will develop and grow it, the managers in the organisation are not developed as the organisation grows. In the rapidly changing environment in which organisations function, management development needs to be considered as an obligation and requires the full support of top management if it is to be successful.

Training plays a major role in the development of any manager's abilities and skills. Training, to a large extent, will form the basis of management development programmes.

Self-development is an essential component of any management development process. It is primarily the responsibility of individual managers to ensure that they do not become obsolete and keep ahead of change. No development programme will be of any use to managers if they do not endeavour to develop themselves.

The important role which the hotel industry will play during the influx of foreign tourists to the country in the nect decade makes it essential for hoteleirs to implement management development programmes.

CHAPTER 7

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS AND RECOMMENDATIONS

7.1 INTRODUCTION

The core focus of this study was to highlight the importance of management training in the hotel industry for a new South Africa.

In this chapter a number of conclusions regarding the study will be drawn, and recommendations pertaining to the importance of management training will be made. Possible further areas of study will be presented.

7.2 CONCLUSIONS

7.2.1 A long and hard struggle characterised the origin and development of the South African hotel industry. The emphasis was placed on the sale of liquor, instead of accommodation and food service. The misuse of alcohol resulted in immense social and welfare problems for communities. With government intervention by means of the Liquor Act, the industry slowly conformed to ethical business norms. With the evolution of the Hotel Board, FEDHASA, and later the HITB, the industry became more streamlined and certain minimum requirements had to be met.

7.2.2 The crucial shortcoming in the industry over the years revolved around training, especially management training. Many organisations found it difficult to train their staff as a result of a weak economy and a shortage of qualified trainers. Organisations who had the resources to train, basically concentrated on in-service on the job training. This particular training was skills orientated and not management orientated. If there were enough suitably qualified managers in the

industry, many of the problems with which it is faced would, to a large extent, be nullified.

7.2.3   The industry, however, also offers a wealth of opportunities. These opportunities exist largely as a result of the industry's dynamic nature, the diversity of careers and the effect of the expected increase in tourism in the new South Africa, which will stimulate the hotel business considerably.

7.2.4   The TWR Hotel School's contribution to the hotel industry cannot be underestimated. The institution has over the years provided the industry with well-groomed, dedicated staff. Despite the old equipment, machinery and also the lack of funding, they moulded students in the theoretical as well as practical fields. However, greater depth and scope should be given to financial management. Modern day managers require a sound knowledge of financial management, in order to operate and function more effectively and efficiently.

The relationship with the industry should also be improved for the benefit of both the institution and the industry. The hotel school should improve its traditional image of being the best institution in South Africa. The school should be marketed in such a way that students regard admission as a prestigeous achievement.

Initially the emphasis in hotel management was placed on hosting and showmanship, rather than on managerial functions. The industry's managers initially ignored the need for applying effective management techniques. This created many problems for the industry and finally it was forced into the realisation that being a good host was not enough. Functions such as stock control, cash flow, management training and a host of others required urgent

attention. As a result, formalised hotel structures emerged and various levels of management evolved. The size of the hotel will also determine its organisational structure.

7.2.5 Managers tend to cage their employees in restrictive job descriptions or procedures. Too rigid control measures restrict their initiative.

Control should not be the only way of managing diversity. *"Like caged birds, employees should be liberated from their metaphorical cages so that they can learn to 'fly' again".* (Science Form, CSD Bulletin 5(10), p. 2).

By empowering employees, they can be inspired to use their own capability for creative and responsible decision making. Such employees will experience job satisfaction, which is crucial to the well-being of the industry, especially in an industry that is characterised by a tremendous high rate of staff turnover. Hotels whose employees are free to use their power productively, have a competitive edge.

Employee empowerment can pose tremendous anger and frustration amongst employees, supervisors and managers. Therefore, it is important for management to afford employees the opportunity to vent their frustrations. This, however, must be done in a respectful and dignified manner. Therefore, when introducing substantial change in the organisation, management has two basic tasks : *"inform, inform, inform"* and *"listen, listen, listen".*

Employee empowerment should be a continuous process at all levels of management. Trust and commitment from both management and employees, are essential to the successful implementation of empowerment programmes.

Finally, managers need to know that employees do not view themselves as victims of circumstances, but rather as shapers of their own destinies.

7.2.6 The future of South Africa rests on the aggressive promotion of people who did not have the opportunity to advance in the past. Affirmative action should be seen as a timely process, and needs to be judged in terms of the way it is implemented. It requires a holistic approach since one has to feed directly into the bigger picture of where the organisation is going. Training and development is an integral part of affirmative action.

Appointing a number of people blindly, merely serves as *"window-dressing"*, which portrays a negative impact of affirmative action. Hotels should not regard the recruitment, employment and developing of disadvantaged people simply as a social responsibility, but rather see it as a wise investment in the future of the organisation in terms of human resources development.

The aim is to produce well-developed people who will be able to make a meaningful contribution to industry. It is essential that advancement should take place on MERIT. Advancement implies that hotels should look beyond ethnicity and see human beings.

Hotel companies should directly address sabotage, malicious compliance with affirmative action programmes and people who set others up for failure. It should also directly address issues such as white backlash and reverse discrimination.

Finally, affirmative action should not be seen as a *"colour"* issue, rather as a training and development programme beneficial to all South Africans across the spectrum.

7.2.7   Identifying management potential is important for the successful implementation of management development programmes. There are a variety of techniques which can be used to identify management potential. The most significant methods include recruitment and election, assessment centres, performance appraisals and self-assessments. The poor utilisation of assessment centres and critical incidents could be as a result of the ignorance of hoteliers regarding the value and benefits of these methods. Some small hoteliers may not even be aware of the existence of these methods.

The need for management development stems from the fact that managers function in a continually changing environment. These changes include technological changes, changes in public attitudes and demands, socio-political and economic changes. In an attempt to ward off obsolescence and remain competitive, the industry requires managers who will be pro-active and well-informed. For this to happen, managers must be developed continuously.

There are several criteria critical to the success of management development programmes :

□   the existence of an organisational culture conducive to change;

□   active top management involvement;

□   interdisciplinary approach towards development; and

□   considering individual needs and organisational needs.

Training forms an integral part of development and plays a major role in the development of any manager. Various methods and techniques can be used to implement training. Training should include theoretical information, in-service training, self-development and case studies. Statistics indicate that many small

hotels have neglected management training and, by implication, also management development. All too often hotel managers consider themselves quite competent enough and see no need for further training and development of their skills. They ignore the fact that the dynamic environment in which they function demands the adoption of new skills and improved management techniques in order to remain effective and efficient.

7.2.8 Finally, for the South African hotel industry to be competitive, in its new challenging environment, employee empowerment, affirmative action and management development programmes, should be implemented as quickly as possible. If not, local tourism will decrease drastically and international tourists will find a better alternative.

7.3 RECOMMENDATIONS

7.3.1 Over the past few years tourism increased at a rapid rate, causing a tremendous increase in room occupancy rates. According to SATOUR reference more than 800 000 foreigners visited the country in 1994. The figures for 1995 was expected to exceed 1 million. If this trend continue to the year 2000, a tremendous shortage of hotel rooms will be experienced, and more serious, there will be a tremendous shortage of skilled / semi-skilled labour. This situation calls for major foreign or local hotel groups to invest in the building of new hotels. These hotels will have to embark on extensive training programmes, to offer a product / service to local and foreign tourists that is acceptable and of high standing or quality. They should strive for *"service excellence"*.

7.3.2 In South Africa, technikon diplomandi and university graduates are promoted to senior management positions far too quickly than what their experience can or will allow them. This happens as a result of the tremendous shortage of qualified hotel managers. In future, as the job market becomes more saturated, qualified students entering the market, should be willing to start their careers at a realistic level and gradually advance to higher positions. Students should appreciate the fact that the degree or diploma is not an end in itself, but rather a building block in adding value to their careers.

7.3.3 Employee empowerment and affirmative action programmes should be strategically planned and implemented. It should be seen as an exercise of advancing people and not a *"colour struggle"*. Avoid falling in the same trap as other countries in the world, where affirmative action was a total failure for a number of reasons. The process should not be accelerated to a point where it becomes ineffective and pointless. Management should remain focused and committed and try to avoid *"window dressing"* at all costs. Advancement should not be reserved for certain people only, but create opportunities for all underpriviledged people in the country. This is a necessary process to follow in order to build a unified and productive country. Affirmative action should be a *"middel tot 'n doel en nie 'n doel opsigself nie"*.

7.3.4 The implementation of the National Qualification Framework (NQF's) should be an essential component to the training scenario in the country. This will afford the current workforce the opportunity to improve their qualifications / skills, based on practical, hands-on experience. This must became an integral part of training and development.

7.3.5 It is important for hotel managers to become aware of and accept the need for management development. This will only be accomplished when hotel managers become aware of the changing environment and the demands this makes on managers. Hotel managers are required to recognise the need for acquiring new skills and management techniques so as to manage effectively. Then only will they begin to accept the need for implementing management development programmes.

Top management needs to become actively involved in the entire management development process if the programmes are to be accepted by other line managers in the hotel industry. It is important that top management develop a culture within the organisation which is conducive to change as this will encourage the development of managerial skills, abilities and attitudes.

The time has come for managers, and more specifically top management, to accept that management development will have to become a full fledged management function on par with other functions such as marketing, financing and production.

7.4 POSSIBLE AREAS FOR FURTHER STUDY

□ Doing an empirical study on affirmative action in the hotel industry, by looking at the effects, impacts and successes. Also linking it to the RDP; and

□ information technology, an important management tool in hotels. Looking at the past, the present and the future.

ANNEXURE

NATIONAL QUALIFICATIONS GUIDELINES
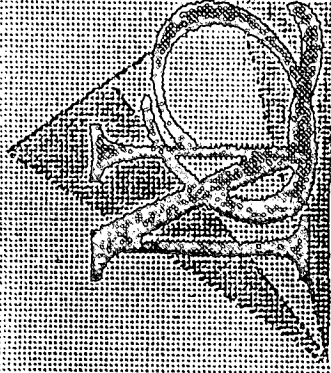
NATIONAL TRAINING STRATEGY INITIATIVE
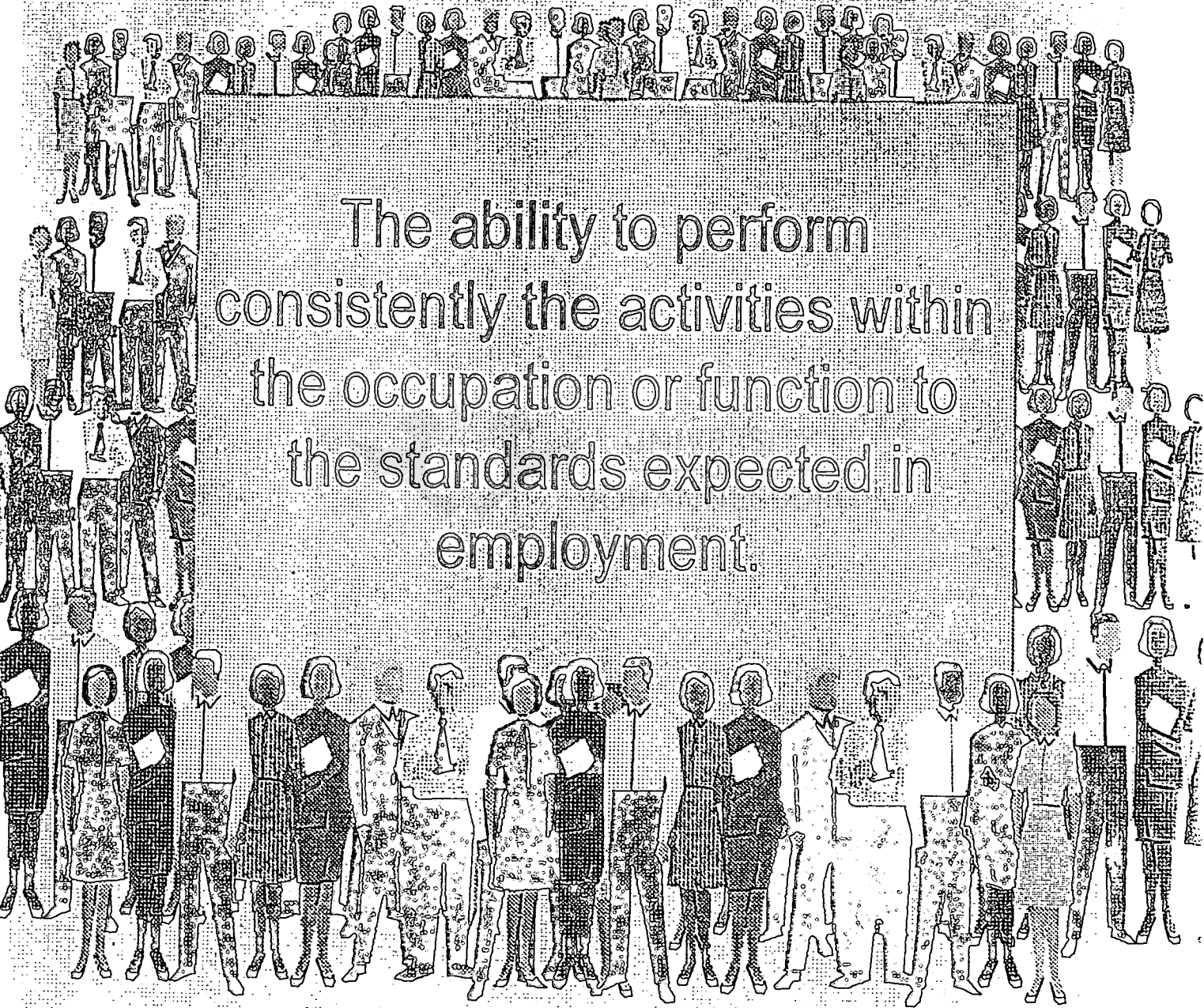
VISION
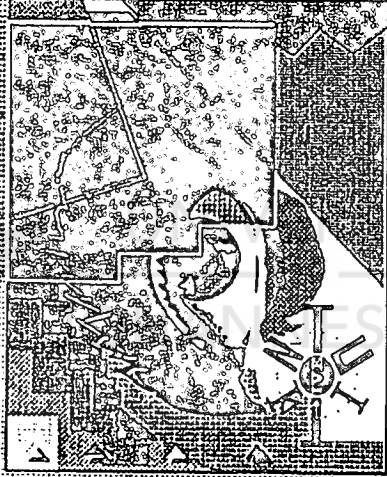
A human resources development strategy in which there is an integrated approach to education and training and which meets the economic and social needs of the country and the development needs of the individual.

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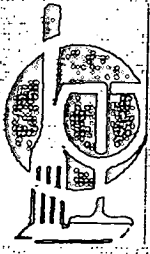
COMPETENCE
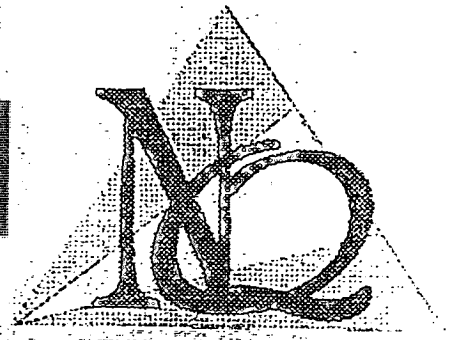
The ability to perform consistently the activities within the occupation or function to the standards expected in employment.

RECOGNITION OF PRIOR LEARNING
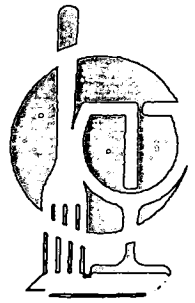
DEFINITIONS AND TERMINOLOGY

"Education and training should through assessment give credit to prior learning obtained through formal, non-formal and informal learning and/or experience".

".... an education process which recognises life-long learning for the purpose of giving credit, exemption or recognition for individuals' achievements regardless of when, where and how competence was acquired.
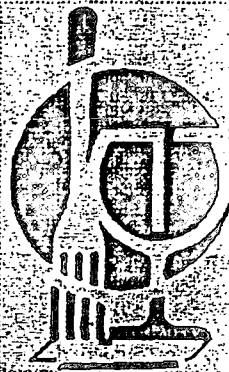
PRINCIPLES UNDERPINNING EDUCATION AND TRAINING
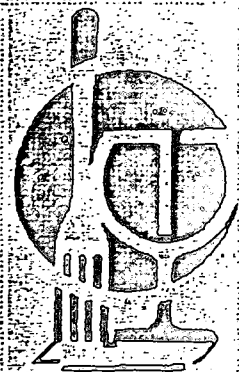
INTEGRATION

Education and training should form part of a system of human resources development which provides for the establishment of an *integrated approach* to education and training.

RELEVANCE

Should be and remain *relevant* to national development needs.

CREDIBILITY

Should have *international and national credibility.*

COHERENCE AND FLEXIBILITY

Should adhere to a *coherent framework* of principles and certification.

STANDARDS

Should be expressed in terms of a *nationally agreed framework* and internationally accepted *outcomes.*

LEGITIMACY

Should provide for the *participation* in planning and co-ordinating thereof of all significant stakeholders.

ACCESS

Access to appropriate *levels of education and training* should be provided for all prospective learners in a manner which facilitates *progression*.

ARTICULATION

Should provide for learners, on successful completion of *accredited prerequisites*, to move between components of the delivery system.

PORTABILITY

Should provide for learners to *transfer* their credits or qualifications from one learning institution and/or employer to another.

RECOGNITION OF PRIOR LEARNING

Should through assessment *give credit to prior learning*.
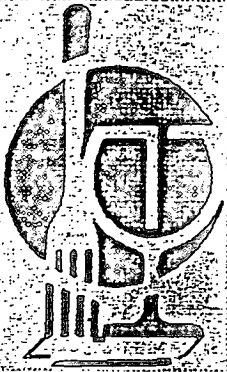
CHARACTERISTICS OF TRAINING IN THE INDUSTRY
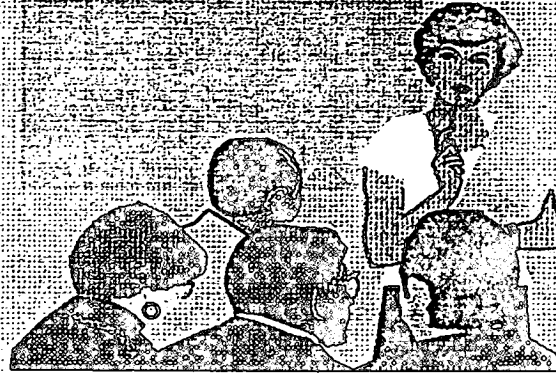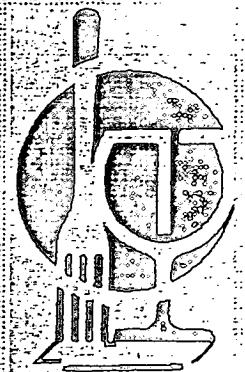
- Un-co ordinated approach

- Not needs driven

- Quick fix / flavour of the month

- Heavily Consultant dependant

- Little evidence of true ownership

- Still racially biased

- Tends to focus on Management categories

- Inability to evaluate effectiveness of training interventions

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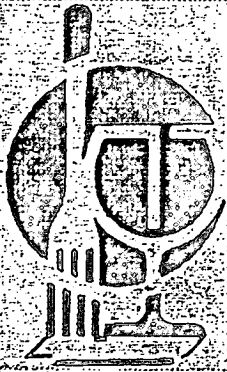
DESIRABLE CHARACTERISTICS FOR THE EDUCATION AND TRAINING FOR THE HOSPITALITY INDUSTRY
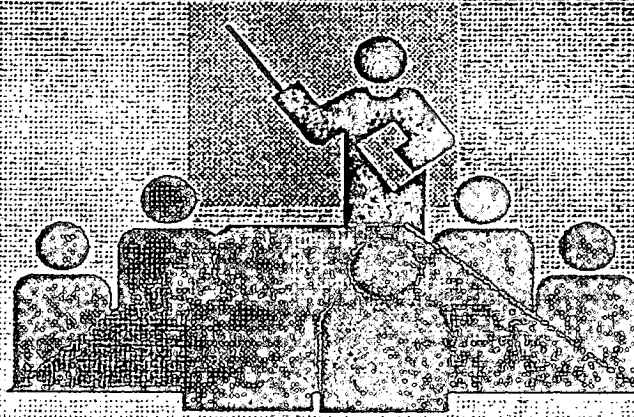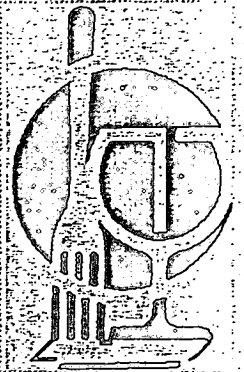
EDUCATION AND TRAINING FOR THE INDUSTRY SHOULD:

☐ be nationally recognised/consistent/portable

☐ satisfy needs of industry and employees

☐ be available to all levels of the workplace

☐ support multiskilling

☐ be flexible/modular/competency based

☐ provide mobility between one level and another (articulation)

☐ integrate theory and practice

☐ recognise prior learning (RPL)

☐ be delivered by skilled teachers/trainers

☐ encourage access to education and training for all and support career progression.
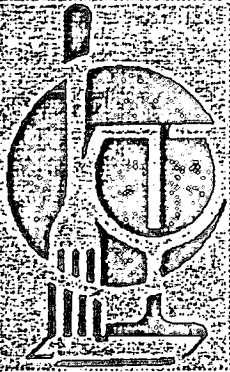
DESIRABLE CHARACTERISTICS OF EDUCATION AND TRAINING FOR THE HOSPITALITY INDUSTRY

EDUCATION AND TRAINING FOR THE INDUSTRY SHOULD::

✓ be nationally recognised/consistent/portable

✓ satisfy needs of industry and employees

✓ be available to all levels of the workforce

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✓ be flexible/modular/competency based

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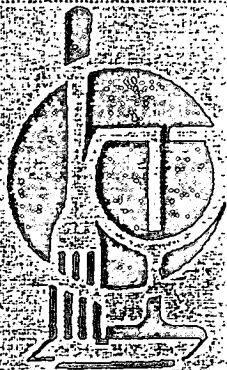
THE INDUSTRY IN SOUTH AFRICA
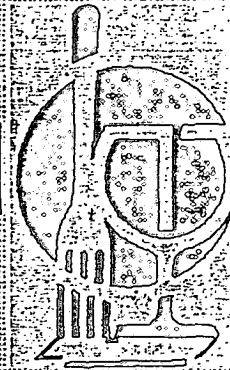
🍴 Large growing industry

🍴 Many varied sub-sectors, largely fragmented

🍴 Large numbers of small business

🍴 Poor image

🍴 Under qualified

🍴 Low incidence of training

🍴 High labour turnover

🍴 Need to raise standards to compete

SAQA GUIDELINES

PROVIDERS

ETQA

SAQA GUIDELINES

NSB

QUALITY ASSURANCE

STANDARD SETTING

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FEATURES OF NQs

Assessed under workplace conditions

Based on job performance

Portable

Assessed against nationally agreed standards

Available to all

Flexible and learner controlled

Recognises prior learning and experience

Free from barriers
- Time   - Age
- Race   - Sex

(For Standard setting)

PROGRESSION

PORTABILITY

Professional Bodies (or tertiary faculties)

Providers ("e.g. technical colleges RTC's)

Er's/Tu's ("ITB's where established)

Development ("Youth, rural, women ...)"

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NATIONAL STANDARDS BODIES (N.S.B.'S)
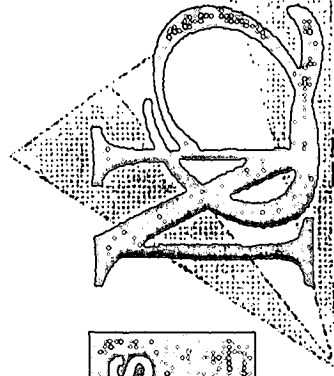
SAQA to provide guidelines.
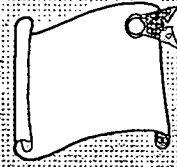
- To assist with development of curriculum work within N.Q.F.
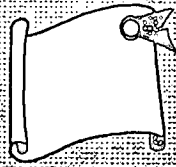
- certification procedures, and criteria.
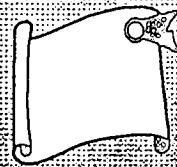
- N.S.B.'s need to represent both vertical and horizontal.
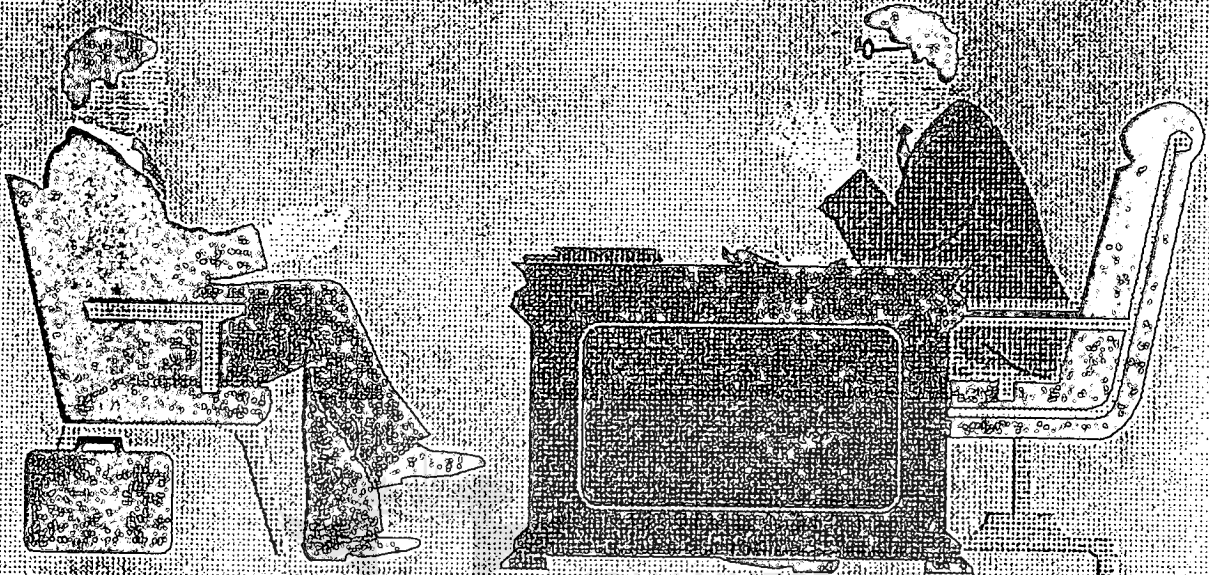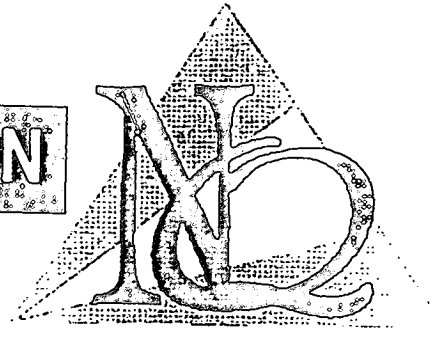
Co-ordinate all qualifications

Oversee the setting and review
of National standards

Accredit examing and certificating
authorities at all levels.

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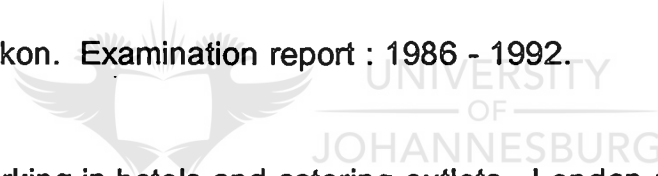Whetten, D.A. & Cameron, K.S. 1984. Developing management skills. London : Scott, Foresman.

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