TRAINEE WORKBOOK

WORK EFFECTIVELY WITH OTHERS

BSBWOR203

HOSPITALITY GROUP TRAINING

ELEMENTS AND PERFORMANCE CRITERIA

1. Develop effective workplace relationships	1.1 Identify own responsibilities and duties in relation to workgroup members and undertake activities in a manner that promotes cooperation and good relationships
	1.2 Take time and resource constraints into account in fulfilling work requirements of self and others
	1.3 Encourage, acknowledge and act upon constructive feedback provided by others in the workgroup
2. Contribute to workgroup activities	2.1 Provide support to team members to ensure workgroup goals are met
	2.2 Contribute constructively to workgroup goals and tasks according to organisational requirements
	2.3 Share information relevant to work with workgroup to ensure designated goals are met
	2.4 Identify and plan strategies/opportunities for improvement of workgroup in liaison with workgroup
3. Deal effectively with issues, problems and conflict	3.1 Respect differences in personal values and beliefs and their importance in the development of relationships
	3.2 Identify any linguistic and cultural differences in communication styles and respond appropriately
	3.3 Identify issues, problems and conflict encountered in the workplace
	3.4 Seek assistance from workgroup members when issues, problems and conflict arise and suggest possible ways of dealing with them as appropriate or refer them to the appropriate person

FOUNDATION SKILLS

Skill	Description
Reading	• Identifies and interprets information to determine task requirements
Writing	• Completes required documentation using organisational formats • Composes simple documents for others to read
Oral communication	• Presents information and seeks advice using language and features appropriate to audience • Participates in discussions using listening and questioning to elicit views of others and to clarify or confirm understanding
Numeracy	• Interprets information related to timeframes and resource quantities
Navigate the world of work	• Understands responsibilities of own role and follows explicit and implicit organisational protocols and procedures
Interact with others	• Selects and uses appropriate communication practices when seeking or sharing information. Establishes and builds rapport and relationships with others to foster a culture of respect and cooperation in communications.
Get the work done	• Plans and organises work commitments to ensure deadlines and objectives are met • Uses formal and analytical thinking techniques to recognise and respond to routine problems

PERFORMANCE EVIDENCE

Evidence of the ability to:
- Identify own responsibilities in relation to the team and the organisations requirements
- Work effectively in a work group including
  - Supporting team members
  - Using culturally appropriate communication skills
  - Acting on constructive feedback
  - Cooperating and contributing to team goals
  - Identifying improvement opportunities
- Identify problems and conflicts and address them appropriately

KNOWLEDGE EVIDENCE

To complete the unit requirements safely and effectively the individual must:
- Outline the organisational standards, policies and procedures that relate to your own work role.
- Outline team responsibilities and duties and the relationship to individual responsibilities and duties
- Summarise conflict resolution techniques

INTRODUCTION TO COMMUNICATION

With good personal presentation you will be seen as an ambassador of any hospitality establishment and guests will see you as the company's representative. However, looking good is not all that counts!

Customers and guests will be talking to you and they will be relying on your help. So, to enhance the great image you have created through good personal presentation, you must be able to communicate effectively and with a genuine smile. The hospitality industry is about communicating the right attitude, with the appropriate social behaviour.

There are many ways to be effective and successful in this. We will look at the following communication modes and potential communication problems:

- Verbal Communication
- Listening Skills
- Written Communication
- How to Overcome Communication Problems.

Voice

Voice is a reliable indicator of nationality, regional origin, social class, educational level, age and gender. Allied to paralanguage (rate, pitch, stress, and intonation) it can carry up to 38 percent of the message. It also discloses the emotional state of the speaker and conveys attitudes such as sarcasm.

If someone has a high pitch in their voice, it can be interpreted as a sign that they are upset. With the frequent contact you will have with customers and guests in this industry, it is important that you project a good natural speaking voice.


Gestures and Mannerisms

Specific movements or gestures can indicate what a person wishes to convey to you. For example, a listener might nod her/his head during a conversation or a member of the police force might hold up a hand with the palm outwards to signify 'Stop!'

You might use a beckoning gesture to call a person to you or wave to say goodbye. There are many gestures we often use. We must be aware that some gestures have different meanings in different cultures and can offend.

Posture

Posture refers to 'how you position your body'. It can be a real give-away to

your feeling or attitude at the time. For example, there is an **open posture** or a **closed or defensive posture**. In the picture below we can see someone with a friendly, open posture and someone with a closed posture.
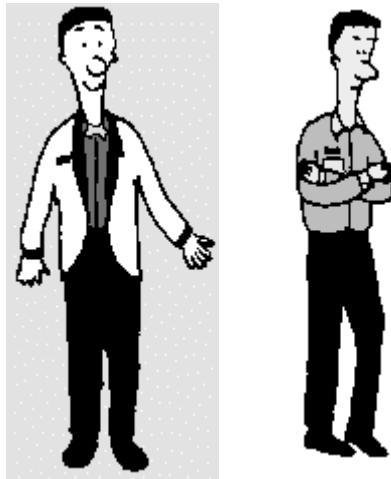

In a closed posture you will place some kind of barrier in front of your body for example, by folding your arms across your chest or crossing your legs or your ankles.

In the closed posture you are signalling rejection or defensiveness and your attitude towards the other person is negative.

With an open posture you make sure there are no barriers between yourself and the other person and in this way you signal receptivity and acceptance.

We also show interest and involvement by inclining the top half of the body towards one another. The sitting or standing angles between people can also indicate their relationships at the time.

Space
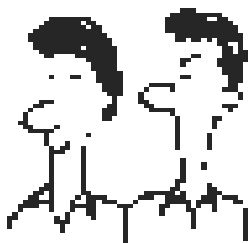
Personal Space
Each of us has a personal space requirement or a territory, which surrounds us. Individual people have greater or lesser space needs, because of their personality and experiences. Certain situations and cultural backgrounds can influence the amount of personal space required. Invading someone's personal space can make that person uncomfortable and non-receptive.

Have you ever tried to see how close you can stand facing someone else, before either you or the other person moves away?

Physical contact

This type of non-verbal communication is extremely powerful. In our society it must be used with discretion. To be effective, touch must occur at the right moment and in the right context, otherwise it can be violently rejected and may even lead to charges of harassment. In general, we prefer not to be touched by other people. There are a few exceptions to this. Most people will accept a handshake, a kiss on the cheek or perhaps a pat on the back in an appropriate setting and/or from approved people in a non-discriminating fashion.

Pay attention to and be receptive to the mass of non-verbal information that is available to you. Try to determine what each instance implies. It happens around you all the time. Just keep your eyes and ears open. You can start to develop your ability to read non-verbal signals and thereby build up an awareness and intuition that will help you build up your communication skills.

Work Environment
This applies to the area in which you work. The organisation and tidiness of your work area will send a message to your supervisor, colleagues and to the customer.
Unacceptable Behaviour:
- Touching the customer
- Using bad language
- Giving personal observations, opinions or criticisms
- Rudeness, which includes ignoring, calls for attention or interrupting a customer's conversation without excusing yourself first.

Verbal Communication
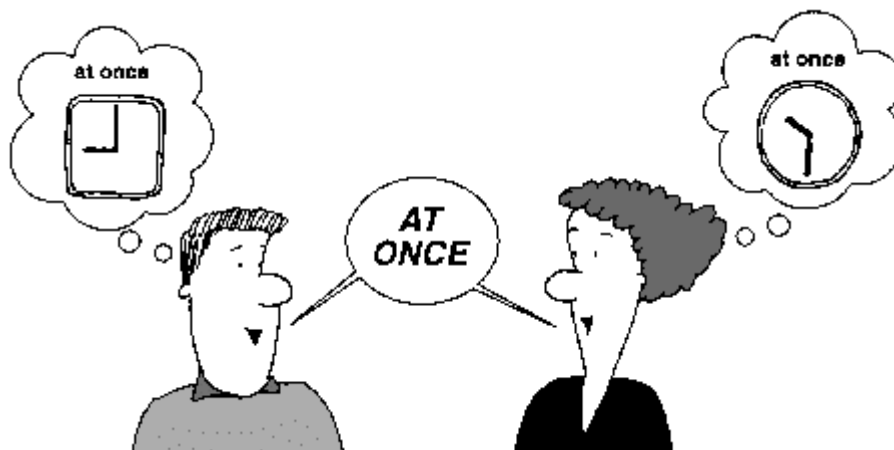
Verbal or oral communication is the art of talking. In the hospitality industry, you will have lots of opportunity to talk to the guests, other staff members and your supervisor or manager.

Handling this type of interaction with others effectively can have a dramatic effect on your career as well as on your personal life. When you communicate with others, it could be:

- At a job interview
- At a departmental meeting
- Talking to a guest
- Giving instructions to another staff member
- Using the telephone
- Having a conversation with a friend

These are just a few examples where it is important to use **appropriate language** and **tone** in verbal communication.

Listening Skills

Good listening skills go hand in hand with good oral communication. Proper eye contact and good body posture can facilitate effective listening. The more involved a listener is the better chance there is that the message will get through correctly.

This means that when you listen to a guest asking you a question or to a supervisor giving you some instructions, you have to actively listen and have eye contact. You have to show interest and you may ask questions. You can combine this with the following rules:

- Stop talking
- Avoid distractions
- Concentrate on what the other person is saying
- Provide feedback to the other person to ensure you have understood.

Listening is an active process. It requires your participation and involvement. It is a skill that is difficult for most of us. Practice and training can improve your ability to listen well.

Speech

Voice and speech are part of your self-presentation. Your voice is linked to the way you feel about yourself, your voice indicates how you are feeling.

Elements of Speech

- Pitch or inflection
- Quality
- Intensity
- Rate
- Pause

Telephone

How does your voice sound on the phone? With your voice carrying a message, the tone of your voice should be natural and warm. When you are on the telephone, you rely on your voice totally to convey all the feelings and emotion required to send the right image to the caller. To the caller you are the hotel, restaurant or club.

In this industry, you will be dealing with people from all around the world. Their understanding of our language may be limited. To ensure that you have interpreted their requests correctly, you may need to repeat the main points of the conversation back to the guest. You want to make absolutely sure that the guests get what they have asked for.

Examples of when this can happen are when taking:
- A telephone message from a guest
- A reservation for a room
- A room service order from a guest
- A reservation in a restaurant
- An inquiry at a function centre for information about a wedding reception and so on.

The telephone can be an important sales tool if used correctly. In most work situations you will be trained in correct telephone manners. All the staff members must use the same terminology, particularly when first answering the phone.

Writing Emails

Emails are legal documents. An unedited email is not only a reflection of your professionalism; it can also be used against you in court.

For example, if you were turning down a proposal and instead of saying you will not be accepting it, you said you will be accepting it (forgetting the not) — you could be held accountable. Everything that comes out of your computer is something that can come back to haunt you if you don't take care and attention to really mean what you say and say what you mean.

Choosing the right channel

The channel is the means by which a message is communicated. This may be oral, in writing or using body language. The channel selected can determine the effectiveness of communication. Therefore, a few factors must be considered when selecting the channel:

- The **intended audience** - will the audience understand oral communication. Do they need the message in writing?
- The **purpose** of the communication - do we intend to inform, instruct or advise?
- The situation - does the information require action?
- Degree of **formality** required - who am I communicating with? E.g. Are they senior to me or VIP's ?
- **Urgency** and **time frames** - is the information required immediately?
- **Access** of the sender and receiver to necessary equipment - do both parties have access to email, computer etc?

- Protocols - are there established requirements or standards to be followed

In the hospitality and tourism industry, various mediums/channels of communication may be used. These may include:
- Face to face
- Telephone
- SMS
- Email
- Letters
- Faxes
- Communication diaries
- Message pads
- Voicemail
- Standard 'forms'

In addition some organisations use Facebook and Twitter. This allows them to reach a wide audience and provide information and receive messages and feedback.

DEALING WITH COMMUNICATION PROBLEMS

> A group leader walks up to the desk and asks for information about reservations for his group. Does he always find out what he wants to know? Not always...
>
> A couple dining out for their wedding anniversary order 2 steaks - 'medium rare'. Do they receive what they want? Not always...

You'll know, of course that in the 'real' world things can go wrong. Nobody can expect that every message sent will get the desired result. If you want to be a good and effective communicator, you should keep a check on the number of messages you send which are successful.

As you think about the messages that did not get through or where misunderstandings happened, you can identify the reasons why they were lost, delayed, misunderstood or rejected. Some of the most common communication breakdowns occur in the following situations.

Using the Wrong Word
For example, "It won't cost you much at all." can be ambiguous. (The words 'not much' have a very flexible meaning and can easily be interpreted differently by different people).

Communication Chain Too Long
The more people involved in the transmission of a message the greater the risk of errors and loss of purpose i.e. Chinese whispers.

Priority Clashes

For example, in a restaurant, a waitress may be given multiple and conflicting instructions by different supervisors. Which instructions should be followed?

Message Overload

This can occur, for example, when the kitchen is getting too many orders for entrees at the same time and staff can't cope.

Using Industry Jargon

This can be confusing for staff moving into a new industry or career. They may have difficulties understanding instructions.

Interpretation

Which may be either verbal or non-verbal, or a combination of both. This process is dependent on the receiver giving consideration to understanding the words, motives, feelings and needs of the sender.

Analysis

When listening to a presenter in a public forum, the audience is continually analysing what the presenter is saying and may agree, disagree or make a mental note to remember the information. The same principle applies when engaged in face-to-face or telephone conversations.

Resource Constraints
- Availability of staff
- Availability of product
- Breakdown of communication

BARRIERS TO COMMUNICATION

What prevents us from hearing, understanding or acting on the message we have been given?

Status. The level of authority that someone has over us can determine whether we listen, acknowledge and agree. Or if we are too scared to comprehend.
Pressure of time. Abbreviated sentences are used and thoughts tend to run together. There is a high risk of misunderstanding.
Value. This is when we decide the "worth" of the communication
Judgements. We decide whether the information is right or wrong, true or false.
Inattention. Lack of interest or due to a lot of activity around you and an inability to concentrate entirely on the information.
Jumping to conclusions. Occurs when you listen to the start of the message, assume you know the end and therefore disregard any further information.
Emotions. Anger, fear, hate and love may cause you to behave irrationally or incoherently.
Inconsistency. If given conflicting instructions or the person changes their

mind, the listener may 'switch off'

Physical Barriers. May include hearing disability, background noise, stress, fatigue or individual discomfort

Individual Differences. We all communicate using different styles but, in addition, age, gender, past experience, race, culture, attitude, prejudices and levels of confidence will all play a factor in how we communicate.

Feedback from Others within your Workgroup

Feedback within your workgroup is important because you need to know how you are doing and how to correct poor performance. You need to know when you are doing a good job and if you are meeting the goals of your team, department and organisation.

Negative feedback is not necessarily detrimental to the receiver; the result depends on how the feedback is provided.

CONSTRUCTIVE FEEDBACK

Constructive feedback is a form of criticism, although it should be offered in a way that exposes the bad points, and gives advice to improve upon them. It is not saying: "You are terrible, you should give up."

Here are some tips to provide constructive feedback;
- Start with the positive. Reinforce the things that the other person is doing well before discussing the criticism.
- Only give negative feedback if it is something that the person can work on or change in the future. There is no point in giving negative feedback on something that the other person has no control over.
- Be as specific as you possibly can when giving constructive criticism. Explain exactly what needs to be done differently and how it can be accomplished. Don't be vague in your feedback. If you can't be specific, don't give the feedback.
- Understand that while you may be particularly strong in a certain area, this may be a weakness for others. Don't be too quick to provide negative feedback when someone is doing something outside of their comfort zone.
- Make sure the constructive feedback is a two-way conversation. Feedback is always more constructive when both parties are able to speak their minds.
- After providing the negative feedback, ensure that you end the conversation with a positive.

There are a number of ways to encourage others to give you useful feedback.
- Scheduled workplace evaluations
- Informal feedback – verbal feedback from a colleague or supervisor

When seeking feedback:
- Ask questions and clarify your understanding of the feedback

- Ask question and clarify the action steps you need to take
- Value others comments and points of view
- Be open to change
- Do not be defensive
- Do not deny your own successes
- Ask for positive suggestions

CONTRIBUTE TO WORKGROUP ACTIVITIES

How to Develop Yourself as a Team Member
To be a good team member you must:
- Help other team members.
- Inform others of changes in routine.
- Ask for assistance when necessary.
- Use effective communication and interpersonal skills.
- Be willing to learn new skills and improve old ones.
- Be flexible in assisting other team members when they are busy and need help
- Be honest. Team members must be able to trust one another.
- Have a commitment to the goals and objectives of your team.

Co-operation
Co-operation has many benefits it builds an awareness of interdependence. When people co-operate to achieve common goals they, stimulate each other 'to higher levels of accomplishment'.

It builds and reinforces recognition and mutual support within a team, which in turn leads to commitment to the establishment's goals.

Trust
To encourage teamwork, you should treat others as they would like to be treated.
- Smile at the person you are working with
- Look them in the eye.
- Listen to them
- Include them in your activities
- Criticise their ideas, not the person
- Be constructive in criticism
- Accept them for who they are
- Offer them help (when needed)
- Look for common experiences
- Encourage them
- Be consistent
- Stick to policies and procedures

All these actions build trust between colleagues.

Recognise Team Goals

A goal is a statement of what you want to achieve. Goals describe:

- What will happen if you reach your goal? (We will win a tourism award)
- A time frame during which the outcome is to be completed (By Friday)

Self Motivation

Motivation is about getting things done the amount of effort, and the attitude towards the task. It is an internal force that drives us and gets us moving.

Everyone has this 'force' and the type of environment we live or work in increases or decreases our level of motivation.

Self-image also affects how motivated you are. If the environment is positive, your self-image is likely to be positive and a positive self-image will help motivate you to work towards your goals. The extra effort you put in, because you are highly motivated, will make you succeed in reaching your goals.

From a positive self-image will come the drive and the motivation to succeed. You will have the faith to obtain the goals you set in your life and those of your team.

Teamwork

A team is a collection of people who depend on each other's efforts to achieve a common goal or objective. Teamwork is essential to ensure the efficient and effective operation of a tourism and hospitality business.

The highest level of achievement is attained when a team is committed to a task and full use is made of each team member's talents.

Individual participation in a team depends on a number of elements. The key principles of teamwork include:

- Tolerance - acceptance of others, respecting their views
- Honesty - establishing trust, open and honest communication
- Commitment and dedication- interaction of all players with each completing their task
- Flexibility - accepting additional duties, assisting other team members in achieving theirs.

Team co-operation has many benefits, namely:

- It builds awareness of interdependence
- co-operation to achieve common goals stimulates higher levels of accomplishment
- It builds and reinforces recognition and mutual support
- It leads to commitment to the establishment's goals.

Recognising Team Goals and Effort

A goal is a statement of what you or the team want to achieve.

Team goals should be challenging but also achievable. When establishing goals it is wise to commence with smaller goals and when they have been achieved, move on to bigger ones.

The process for establishing goals is to:

- Have a clear understanding of what it is you want to achieve
- Develop a time frame in which it is to be completed
- Establish what resources are required to achieve the result

A team member helps establish goals and commits to deliver a result for the team. It is important to let people know how their efforts and skills have contributed to the team.

CULTURAL AWARENESS

A large percentage of staff engaged in the tourism and hospitality industry were either born overseas or have parents/grandparents with strong cultural ties to their countries of origin.

When operating as a team, cultural diversity should be viewed as an advantage. Two important aspects of teamwork include the acceptance of differing viewpoints and the encouragement of mutual understanding.

Knowing about another person's culture is a positive way of establishing a bond with fellow workers. E.g. language, values, religion, food, comfort requirements.

In teamwork there is a need to understand and respect the beliefs of both parties. In instances where there is not agreement, people need to respect the rights of individuals and look for ways to work together.

Good team members have:

- A positive attitude
- Tolerance, honesty and trust between them
- Commitment and dedication
- Recognition of team goals
- Willingness to participate as a team member
- Acceptable social and work behaviour

DEAL EFFECTIVELY WITH ISSUES, PROBLEMS AND CONFLICT

What is Cultural Awareness and why do you need it?
In simple terms, cultural awareness is about realising that not all people are the same. It is about knowing that different people have different values, different behaviours, and sometimes fundamentally different approaches to life.

So why do we need to be 'culturally aware'?

Perhaps the most important reason we all need to be culturally aware is because awareness and knowledge is a first step to understanding. Watching a game of football is much more rewarding if you know the rules of the game!

A friendship where you know and understand the other person is more satisfying than a superficial first meeting with a stranger. It's the same with cultural awareness - the more we know and understand, the more we gain from our relationships with people from all cultures.

Wherever you live and work in Australia today you will be in constant contact with people from a huge range of cultural backgrounds. In the tourism and hospitality Industry this includes both co-workers and customers.

This means that you will be in constant contact with people who may choose to live their lives differently from the way you do!

Culture could be defined as:
- "A person's heritage and world view"
- "The customs and civilisation of a particular people or group"
- "A binding force which enables a group of people to identify themselves as 'us'"
- "The way we do things round here"
- "The way a group of people agree to be"
- "The way we live, the way we behave, our beliefs, values and customs"

In essence, culture is the way any group defines itself - this could be within your family, at work or within a whole country. The really important point to remember is that we don't all define ourselves in the same way.

The Way People Communicate with Each Other
Body language varies - amount of touching, forms of greeting, eating habits etc.
- Every culture has taboo subjects.
- The way we ask and answer questions will depend on our culture.
- The way we begin and end conversations will depend on our culture.
- The way we seek information will depend on our culture.

Key points about Cultural Awareness and Understanding
- Be aware of the fact that many people in the world are different from you.
- Don't expect other people to automatically share your values.
- Be aware of the fact that our own culture influences our understanding of every part of our day-to-day lives.
- Respect the fact that people are different and respect their right to do things differently. Imagine your own feelings when others do not respect the values which are vital in your own life. Even if in your culture a certain mode of behaviour is frowned upon, it may be quite OK in another culture.
- Accept the fact that you will never fully understand a culture which is not your own.
- Don't expect cultural awareness and understanding to come easily. It is something we all have to work on all the time.
- Be prepared to challenge your initial reactions to people from other cultures. Be aware of the fact that your reactions are based on the rules of your own culture.
- Try to avoid stereotyping and labelling people.
- Treat people as individuals.

Dealing with Cross Cultural Misunderstandings
Misunderstandings and conflict arise between customers and workers or between workers and colleagues, for many different reasons - often just because people are different. Wouldn't it be a boring world if we were all the same!
Difficulties can occur because of poor communication, a lack of patience or because people make judgments based on their own cultural values.
English translations or the use of slang and colloquialisms can be stressful to people from other cultures. So can speaking too quickly or at too low or too high a volume, not listening actively, not asking questions, using offensive body language and gestures, and/or inappropriate humour.

In cases where language barriers exist, attempt to communicate through the use of gestures or simple words in the other person's language. Some areas to which this would apply include:

- How to greet and farewell customers
- Giving simple directions
- Giving simple instructions
- Answering simple enquiries

- Preparing for service
- Serving customers
- Describing products and services

Resolving cross cultural misunderstanding or conflict

Resolving conflict with regards to cultural and social misunderstandings can be a sensitive issue and must be approached with care, here are some guidelines to follow:

Identify whether it is a personal or Cultural issue. Think about your own attitude, be open to other cultures and avoid any pre conceived ideas about other cultures.

- Research the culture involved
- Try and resolve the issue, determine the most appropriate form of resolution(calm confrontation, discussion or involving a third party such as a supervisor or manager)
- Treat the person involved with respect and avoid making a negative impact on the workplace.

Conflict in the Workplace

Conflict can occur in any workplace. It is important to identify and handle conflict situations which occur within your team.

Although conflict might generate tension, and might cause strong disagreements, it is not something which can or should be avoided. Conflict is only bad when it is mishandled and allowed to escalate, engendering unmanageable or destructive behaviours which, in turn, generate harmful or critical outcomes.

Conflict is constructive when:

- All parties recognise a common goal or problem.
- All parties view the situation as potentially win/win.
- Creative thinking is used to make better quality decisions.
- Communication is open, honest (assertive) and effective.
- All sides are committed to the negotiation process – to genuine conflict resolution and decision-making.

Resolving Workplace Conflict

Conflict situations are difficult to handle at the best of times so if you display arrogance or lack of respect for the people involved thing can often get worse.

- Speak clearly and calmly, do not raise your voice or be aggressive in any way.
- Show respect to the person by listening to them and what they have to say. Do not interrupt.
- Discuss the matter in a private place so people feel free to say what is on their mind and not be embarrassed in front of other staff and guests.
- Do not argue with the person, this never helps and just makes people

angry.
- Be sensitive to the person's needs and respect that their feelings are true even if you do not agree with the reason they feel that way.
- Respect a person's personal beliefs, religion and cultural background.
- Conflicts are a personal issue so you should not discuss a conflict or problem about one staff member with other staff members.
- Be honest in your dealings, not telling the truth causes more problems later on and breeds mistrust.
- Be polite – use a person' name if it is appropriate and say please and thank you.
- Be inclusive and get the person with a complaint to help solve the situation.

Four Conflict Resolution Approaches
Four different approaches are identified.
Below is a table setting out what these approaches involve, and when it might be best to use them:

Name	Meaning	Typical behaviour/methods used
Coercion	High Assertiveness / Low Co-operation Coercion is used when one party uses threats or intimidation in order to get things their way. This method includes the technique of "forcing" the situation, such as demanding that something be done immediately, even though others object. The person may also try to entice the other person by manipulating them emotionally. "Please help me, I can't do this on my own and you are so good at it." -the victim might typically use this technique.	Used if there is a stalemate and a decision has to be made. It would also be used if an unpopular decision must be made quickly for safety or similar reasons
Avoidance	Low Assertiveness / Low Co-operation In this approach, the party considers it important to place the wishes of the other party as the desired outcome.	While typically this approach would not be used too often, it is worth considering in situations that involve persons under the influence of alcohol or drugs where other approaches might result in physical violence. You would be well aware of situations whereby it would be better to turn away and leave the

		conflict than to put yourself and others at risk. E.g. situations involving people who want to argue for the sake of arguing, or drug affected people or a person with a personality problem. As discussed earlier, differences in values and attitudes between people sometimes can never be resolved and people might have to agree to disagree
Accommodation	Low Assertiveness / High Co-operation In this approach, the party considers it important to place the wishes of the other party as the desired outcome.	While this is unassertive, there are often situations in the hospitality industry that may require this approach. Such situations may involve customer complaints or demands. You maybe dealing with a particularly "picky" irritated or disturbed customer and the best strategy might be to give them what they want in order to bring about the desired outcome. Also use this method if the issue is minor and where strengthening the relationship with the person is more important
Collaboration	High Assertiveness / High Co-operation This approach requires the parties to agree on common goals and work together to satisfy each other's needs.	This is the most appropriate approach to use in dealing with other Organisation members. The approach is also useful in dealing with suppliers and "sensible" customers.
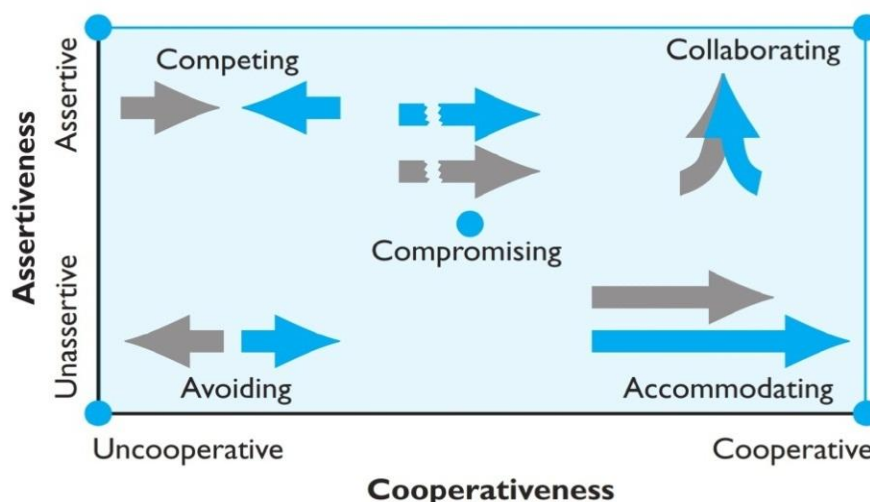
WORKPLACE POLICIES AND PROCEDURES

Policies and procedures go hand-in-hand to clarify what an organisation wants to do and how to do it.

Policies

Policies are clear, simple statements of how an organisation intends to conduct its services, actions or business. They provide a set of guiding principles to help with decision making.

Policies don't need to be long or complicated – a couple of sentences may be all that is needed for each policy area.

Procedures

Procedures describe how each policy will be put into action in an organisation. Each procedure should outline:

- Who will do what
- What steps they need to take
- Which forms or documents to use.

For example:

Management will develop a policy which makes it clear that your workplace does not tolerate discrimination and harassment.

It's important that all employees (including contractors and other paid or unpaid staff) are familiar with the policy. The policy can be displayed on workplace notice boards, included in pay slips, discussed at staff meetings or posted on your company intranet.

If your workplace provides goods or services to others, your policy should clearly state that it is against the law to discriminate against or harass members of the public or people with whom you do business. In these cases both the individual and the company could be legally liable for any act of discrimination or harassment.

Established 1984

Offering professional training and support for all of your hospitality needs

Apprenticeships
School Based Apprenticeships
Full and part-time Chef Apprenticeships

Traineeships
School Based Traineeships (food and beverage)
School Based Traineeships (kitchen)
Full and part-time Traineeships (food and beverage)

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