

TRAINING POLICY

1.0 MISSION STATEMENT

Training and development is an investment and we are committed to the career development of all our employees and the fullest possible use of their talents.

Education and training within the organization is developed by the Human Resources in conjunction with the General Manager. Golden Tulip Worldwide strongly believes that training is key to the future success of its members and its organization.

1.1 PURPOSE

The training program shall consist of departmental, general and technical courses. We concentrate on customer feedback and defined training needs from the various departments. This training will enable our staff to comply and understand the Hotel's standards and procedures.

1.2 TRAINING NEEDS IDENTIFICATION

Long and short-term training needs of individual in the Company will be identified through observation, analyzing customer feedback forms, evaluation of previous training activities, performance appraisal reports and recommendation from HODs with due regard for our Standard Operating Procedures.

Additional basis for providing training will be to prepare employees who are being considered for promotion for their new positions

1.3 CATEGORIES OF TRAINING

GENERAL TRAINING

Responsible for carrying out: Training Coordinator

- Orientation for new recruits
- Product Knowledge
- Grooming and Appearance
- Entering/Leaving a guest's room
- Taking care of guests
- Telephone Skills
- Handling customer complaints
- Handling customer requests
- Code of Conduct
- Energetic concept and regular refresher courses

- *Service with a smile*
- *Pro-active*
- *Respectful*
- *Open*
- *Service minded*
- *Helpful*
- *Environmentally conscious*
- *Friendly*
- *Innovative*
- *Empowered*
- *Revenue and profit oriented*
- *Young at heart*

TECHNICAL/SKILLS TRAINING

Responsible for carrying out: Department Head

External approved Partners

- 1st Aid Training
- Use of Machinery
- Health and Safety
- Fire and Emergency Procedures
- Language courses (where appropriate)
- Computer science
- Food safety

DEPARTMENTAL TRAINING

Responsible for carrying out: Department Head

- On-the-job training
- Information on policies and procedures
- Reporting procedures
- Specific Departmental Training
 - *Front Office*
 - *Service*
 - *Kitchen*
 - *Housekeeping*
 - *Finance*
 - *Laundry*
 - *Maintenance*
 - *Sales*
 - *Stewarding*

2.0 PROCEDURES FOR DEPARTMENTAL TRAINING

2.1 YEARLY TRAINING PLAN

Objective – this will serve as a guideline to help each department to identify their training needs and determine their training goals for the impending year in conjunction with the Sales and Marketing plan as well as the budget.

Responsibility – Head of Department (HOD)

Deadline – Filled form(s) should be submitted by the 20th of November to the Training Coordinator. (*See Appendix 1 – Departmental Yearly Training Plan*)

Yearly training plans from each HOD will be compiled by the Training Coordinator; recommendations will be added and then forwarded to the General Manager by the 5th of December.

The Training Coordinator will conduct a monthly follow up of the yearly plan to ascertain whether they are being adhered to. If the reverse is true, then the HOD will be expected to give explanations which will be added to the Training Coordinator's monthly report to the General Manager.

2.2 TRAINING BUSINESS PLAN

Objective – to fully review the yearly plan and fine tune if necessary.

Responsibility – Head of Department

Deadline – the filled form(s) should be submitted to the Training Coordinator by the 28th of every June (*see Appendix 2 – Training Business Plan*).

2.3 MONTHLY TRAINING PLAN

Objective – to assess if departments are moving in the right direction with regards to their yearly and semester training plans and plan the monthly training.

Responsibility – Head of Department

Deadline – filled form(s) should be submitted to the Training Coordinator by the 20th of every month (*See Appendix 3 – Monthly Training Plan*). Together with the training plan, the outline of each training is to be submitted (*See Appendix 10 – Training Course Outline*). A compilation of these plans will be handed over to the General Manager on the 30th of every month.

The Training Coordinator will review all the training plans together with the respective HOD's on the 23rd of every month.

2.3.1 Attendance Sheets – at the end of every training day, Attendance sheets should be submitted to the Training Coordinator for inputting (*see Appendix 4, Training Attendance Sheet*). This is also meant to ascertain whether the plan is realistic or not. A report of this with comments will be sent to the General Manager on the 5th of every month.

2.4 DEPARTMENTAL TRAINERS

By May 2017, departmental trainers will be selected from each department to be responsible for departmental training in their respective departments.

Objectives – to empower employees and vary training.

Identification – Departmental trainers will be selected by the Training Coordinator with the recommendation of their respective Heads of Departments. They may be managers, supervisors or employees with the potential. They will undergo a two-day 'Train the Trainer' course to be facilitated by the Training Coordinator. The Training Coordinator may oversee and follow-up on the training sessions of the Departmental Trainers to ensure that they are complying with our standards.

Every department is to propose at least one departmental trainer.

3.0 PROCEDURES FOR GENERAL TRAINING

3.1 YEARLY TRAINING PLAN

Objective – to serve as a training guideline for the general training in the Hotel conducted by the Training Coordinator.

Responsibility – Training Coordinator

Deadline – the yearly plan should be submitted to the General Manager by the 20th of October each year.

3.2 MONTHLY TRAINING PLAN

Objective – to serve as a guideline for monthly training.

Responsibility – Training Coordinator

Deadline – Training plan for each month should be submitted to the General Manager on the 20th of the preceding month.

Attendance sheets – these will be filled by each employee at every training session and inputted into the Training Software at the end of each session.

Feedback / Evaluation form – this may be given to participants at the end of training sessions to evaluate the training.

Weekly Training Schedule – the training schedule for each week will be sent out to Heads of Departments on Wednesday of the preceding week. Each HOD shall provide a specified number of employees to attend the training by 12.00 noon on Friday. A compilation of the list of participants will be put up on the various notice boards at least 48 hours before schedule. However, it is the responsibility of the respective HODs to inform their staff about their schedules.

3.3 TRAINING MATERIALS

Objectives – to be fully prepared for training before the due date.

Responsibility – Training Coordinator. Training materials prepared by the Training Coordinator will be for his/her use only.

Deadline - Training materials for each week should be ready and sent to the General Manager for review the week before.

Update – materials will be updated yearly by the Training Coordinator if deemed necessary.

3.4 ENERGETIC WORD OF THE DAY

Every morning at the Pre-shift briefings, one Energetic word will be discussed. It is the responsibility of each Head of Department to inform their staff members about the word. During the day, the Training Coordinator will ask staff members randomly about the Energetic word of the day. The results of this control test will be announced at the daily Pre-shift briefing for Heads of Departments.

4.0 TECHNICAL TRAINING

4.1 YEARLY PLAN

Objective – to serve as a guideline for technical training in the Hotel. This will be planned according to the Hotel's budget.

Responsibility – Heads of Departments in collaboration with the Training Coordinator. External Approved Partners may also facilitate this training where necessary.

Deadline – this will be submitted with the yearly plan for general training on 20th of October every month.

4.2 MONTHLY PLAN

Objective - to assess if the Hotel is on course with regards to their yearly training plan.

Responsibility – Training Coordinator

Deadline – this will be included in the Training Coordinator's monthly report.

5.0 COACHING

Each new employee will be assigned to a Coach – an experienced staff member in the relevant department.

Objective – coaches will guide each new employee in every aspect of the departments operations during their probation period.

Responsibility – Training Coordinator and relevant HOD

Coaches will be selected by their respective managers, after which they will undergo an intensive 'Train the Trainer' course on what is expected of them, before they can be assigned to a new employee. The coach cannot be a departmental trainer.

The responsibility of the coach will be mainly to help the new employee settle properly into his/her new role. He/she shall also be responsible for demonstrating the practical aspects of the induction/training attended by the new employee.

They will be assigned to the new employees throughout their probation period. At the end of the period, coaches will fill out an Assessment Form (*see Appendix 5*) that will partly assist their managers and Human Resources to decide whether to confirm the new employee or not.

6.0 INDUCTION PROGRAMME

Objective: To properly introduce new employees into the Hotel and equip them with the standards, policies, products, other departments, benefits and other vital information about the Hotel.

Responsibility: Training Coordinator

Induction for our new employees will be structured and the finest. As much as possible, when recruiting, Human Resources will ensure that the start date of the new employees will fall around the same date in order to make orientation structured.

Deadline/Schedule: The training of newly hired employees must occur within seven days of beginning work and must include but not limited to the areas listed below:

- Introduction to Golden Tulip Worldwide and Golden Tulip Essential Benin City.
- Familiarization with brand values and brand positioning
- An overview of the hotel and each departments operation
- A tour of the hotel including guest rooms, conference rooms, restaurants among others
- Instructions about service standards / procedures of the department where they are going to work
- Security, fire, health and safety training
- The Energetic concept

(*See Appendix 18 for Orientation Schedule*)

7.0 OTHER GUIDING PRINCIPLES

- When the need arises for external training, the Heads of Departments should submit their requests to the General Manager for approval and then forwarded to the Training Coordinator for planning and processing with the appropriate institution.
- Training sessions are **compulsory** for all. It is the responsibility of Heads of Departments to ensure that each one of their employees attend the necessary training. All Heads of Departments should ensure that their staff members attend the general trainings and on time. They are answerable to the General Manager if staff members do not show up or are late for trainings.
- If for any reason any member of staff cannot make it to a training session, it is the responsibility of his/her Head of Department to seek permission for them. This will be by the Head of Department authorizing a Training Excuse Form (*See Appendix* and forwarding it to the Training Coordinator at least two (2) hours before the session is due to start.

8.0 OVERALL TRAINING RESPONSIBILITY

The Hotel's Training Coordinator is responsible, besides his/her main responsibilities, described within his job description for the co-ordination and smooth follow-up of all the internal training activities. She has to report accordingly, and on monthly basis, in writing to the General Manager.