

Know-how: the CPD Newsletter of the Institute of Hospitality

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The Institute of Hospitality Continuing Professional Development (CPD) Newsletter is a bi-monthly publication provided free to members.

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Welcome!

The November/December issue of *Know-how* covers some issues that challenge even the best of hospitality businesses at one time or another: violence and bullying. To ensure it is a safe and happy environment at your premises, read on! In addition, our latest management guide will help those managers and supervisors contemplating the installation or upgrade to a Revenue Management software system.

1. Train to Gain– Adding Value in a Competitive Market

The UK Commission for Employment and Skills (UKCES), the CBI and other leading business leaders are urging employers to sustain or even increase their investment in training, saying: "Now is precisely the time to keep investing in the skills and talents of our people. It is the people we employ who will get us through. When markets are shrinking and order books falling, it is their commitment, productivity and ability to add value that will keep us competitive. Investing now in building new skills will put us in the strongest position as the economy recovers."

The call to action came as the government announced a streamlined package of business support products, 'Solutions for Business', that will make it easier for companies to access government help with key business issues, including skills. The "Simplification of Skills in England" plan, developed by the UKCES (www.ukces.org.uk), also aims to make publicly funded training provision more flexible and responsive to business needs by providing

employers with one point of contact – a single team of brokers - who will advise on the business and training support solutions best suited to their businesses; including the new management qualifications offered by the Institute of Hospitality and available through training providers and in newly approved centres.

Our Train to Gain Skills Broker partners in London, the London Brokerage Consortium (LBC), has also confirmed that flexibility in the funding available for training and development has greatly increased and there is more on the way. If you would like to access a free assessment of your business training needs and get information on funded training and development in London for you and your staff you can contact LBC on 0845 600 5025. If you are outside London you can find out more on the Train to Gain national website www.traintogain.gov.uk.

2. Managing Violence in the Workplace – a Hospitality Industry Toolkit

If you are the owner or operator of a licensed or retail business, you may have experienced the problem of violence in the workplace. Whether the violence was an incident between co-workers or involved a member of the public, the free Managing Violence in Licensed and Retail Premises can assist you in addressing and removing the threat of violence.

The toolkit was created by the Health & Safety Executive (HSE) and local authorities. It provides practical advice on how to conduct a risk assessment and take action to prevent or control work-related violence. Interesting case studies highlight the types of incidents that can occur, describe a wide range of possible control measures and show examples of 'best practice' that other businesses have found effective.

The main focus is on tackling work-related violence towards your employees, but some of the control measures can also give greater benefits such as the reduction of the risk of violence to customers, members of the public on your premises, and even the risk of crime against your business. Find the new Toolkit at: <http://www.hse.gov.uk/violence/toolkit/index.htm>

3. Management Guides: Automating Revenue Management (RM)

Managers and supervisors throughout the industry often have questions regarding yield or revenue management and the systems used for this essential hospitality function. How does one choose the right system for a business? How does management ensure the system is easily incorporated and used to its full capacity? Uli Pillau, a Managing Director of IDeaS, a well-known revenue management software company, shares his industry knowledge and the answers in a guide aimed at hospitality professionals who are interested in buying, or converting to, a new revenue management system.

The new management guide is entitled ***Automating Revenue Management: A guide for small group and independent hotels***. It covers such important topics as what to look for when conducting an internal RM audit, the importance of RM in the company's culture, managing RM manually and how to determine whether a RM system is required for a smaller hospitality business. The Further Resources section of the guide lists a number of high quality, current ebooks held in the Institute's Online Catalogue explaining every aspect of yield and revenue management. The Institute's separate eJournals Collection contains a number of electronic articles on the subject which are available for free downloading and printing.

Members who wish to obtain the guide should visit the Institute's website and the Publications page. The guide is also held in the Online Catalogue where, by typing in the words 'automating revenue management' in the search box, members will obtain a record of the guide and an active link entitled "Open this document", which opens the guide.

Non-members of the Institute are welcome to purchase guides by visiting our Publications site on our home page at www.instituteofhospitality.org or by telephoning 020 8661 4902.

4. Ban Bullying at Work Day - 7 Nov 2008; Create a Supportive Workplace

Hospitality employees are known for their interpersonal and customer service skills but, like most industries, ours is not immune to occurrences of bullying. Some hospitality employees may be particularly vulnerable to bullying because young people and foreign-born workers make up a large part of the staff in hospitality businesses. A 2008 survey sponsored by the Samaritans showed that employees aged 18-24 are most likely to be bullied by clients and customers. The Dignity at Work partnership, which is jointly funded by the UK government and the union Unite, confirmed that ethnic and minority employees are also more likely to suffer from bullying in the workplace.

Why should a business prevent bullying? Dignity at Work stated in 2008 that **bullying costs UK workplaces an astonishing £13.75 billion a year!** In addition, bullying can violate a number of regulations including the Health and Safety at Work Act, discrimination laws and the Criminal Justice and Public Order Act. The Andrea Adams Trust confirms that organisations – not just individuals - can suffer due to bullying by seeing:

- Increased sick leave use/absenteeism
- Decreased productivity
- Low morale and high staff turnover
- Costly hiring and retraining bills
- An increase in tribunal cases, law suits, civil actions for stress
- A risk to brand image/public image
- A loss of client/customer confidence

What can you do to prevent or address bullying in your business? The Andrea Adams Trust provides a FREE Factsheet on defining and addressing bullying in the workplace. It can be found at: <http://www.banbullyingatwork.com/docs/FactSheet.pdf>

For further information and support materials to prevent bullying in your workplace, visit: Andrea Adams Trust: <http://www.banbullyingatwork.com>
Dignity at Work Partnership: <http://www.dignityatwork.org>

In addition, BusinessHR provides members with FREE templates for policies which Institute members can personalise and use in their own businesses. The templates can be found on the BusinessHR website which is logged in via the Institute's homepage. Check under the subject 'harassment' for a suitable policy template or documents.

5. Staying On Top of Legislation - National Minimum Wage

Most Institute members are already aware of the increase in the UK's national minimum wage effective 1 October 2008. The current wage is:

- Workers aged 22 and over - £5.73 per hour;
- Workers aged 18-21 - £4.77 per hour;
- Workers aged 16-17 - £3.53 per hour;
- Accommodation offset - £4.46 per day (£31.22 per week)

To learn more about wages check the Department for Business Enterprise & Regulatory Reform's (BERR) newly revised *National Minimum Wage Guide* at: <http://www.berr.gov.uk/files/file47736.pdf> .

BERR also provide the following free guides for the hospitality industry:

- ***The National Minimum Wage and the hotel sector: A guide for workers*** (Sept 2007) <http://www.berr.gov.uk/files/file41546.pdf>
- ***The National Minimum Wage and the hotel sector: A guide for employers*** (Sept 2007) <http://www.berr.gov.uk/files/file41467.pdf>

For further resources on the minimum wage, don't forget to check your free BusinessHR resources, which are available to individual dues-paying members via the Institute's home page. BusinessHR offers a number of free templates of documents, letters and contracts which can be personalised and downloaded for use in your business. See the Institute's home page to login and access the resources at www.instituteofhospitality.org

Any member seeking a FREE and easy way to stay on top of regulations affecting their business is invited to register for **BusinessHR's monthly newsletter** which is sent by email. The newsletter is one of the quickest, easiest methods for discovering upcoming changes to legislation that will affect your business. A quick five minute review of the newsletter and you will be up-to-date and informed! To obtain the newsletter, simply login to the Institute homepage, go to BusinessHR and click on "Our Newsletters" or, if you are a first time user, you will be prompted to register (free) for the newsletter.

6. Food Service Professionals: FREE Training Opportunities on the Sustainable Use of Meat

Learn how to "***Reduce your costs by using more sustainable cuts of meat***" by attending one of the South East Food Group Partnership's ongoing public sector programme of training courses. These one day courses on using meat sustainably are offered during three days in November and are conveniently located in counties across the South East. Anyone involved in the production and serving of food will find this course of interest including chefs, procurement managers, catering managers, serving staff and butchers. Discover how to order tasty, affordable cuts of meat. Watch a master butcher demonstrate how to prepare cuts of beef, lamb and pork that you may never have considered using before. There will be the opportunity to visit the farm, talk to producers and learn how to provide sustainable food while staying within a budget.

Pick a convenient day and site using the links below. Each location has been specially chosen for its particular interest and the day includes lunch and the farm visit. Click on the link to register and for more information:

- **Wednesday 5th November, Bank Farm, nr. Ashford, Kent,**
<http://www.southeastenglandfoodanddrink.co.uk/events/display.aspx?id=2648>
- **Thursday 13th November, Loseley Park, nr. Guildford, Surrey**
<http://www.southeastenglandfoodanddrink.co.uk/events/display.aspx?id=2647>
- **Wednesday 19th Rushall Farm , nr Theale. Berkshire**
<http://www.southeastenglandfoodanddrink.co.uk/events/display.aspx?id=2636>

For further information about the South East Food Group Partnership and its many training events and services, please visit: <http://www.southeastenglandfoodanddrink.co.uk/events/>