

HAVE INFORMATION PACK

Hospitality, Leisure and Tourism Adding Value for Employability

**Institute of Hospitality
March 2008**

Preface

The Institute of Hospitality

The Institute of Hospitality was launched on 2 April 2007 and is the new name for the Hotel & Catering International Management Association (HCIMA). The Institute of Hospitality represents professional managers in the hospitality, leisure and tourism (HLT) industries and has a worldwide membership in over 100 countries.

The Institute of Hospitality is managed as an educational charity, and exists to benefit its members in their career and professional development, as well as continuing to improve industry sector standards. The primary purpose of the Institute of Hospitality is to:

“promote the highest professional standards of management and education in the international hospitality, leisure and tourism industries”

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1. Introduction to HAVE Information Pack

HAVE is a scheme that can enhance your future career prospects after college or university; by using HAVE you can develop the skills employers are seeking.

HAVE helps you to:

- add value to your part-time and vacation work in hospitality, leisure and tourism
- reflect on and record your employability skills and personal attributes
- develop skills which are useful across all industry sectors
- enhance your future career prospects whatever your choice of career may be
- compile evidence of your employability skills and personal attributes which will be useful in preparing a curriculum vitae, job applications or for job interviews
- make your part-time and vacation work more interesting and challenging as you learn to reflect on and record your skills development

Your achievements using HAVE can be formally recognised by the Institute of Hospitality, the professional association for the hospitality, leisure and tourism industries and an award given confirming your achievements (see Section 15).

2. What is HAVE?

A degree is not enough - you need work experience too!

In today's competitive world you need much more than just qualifications. Employers are increasingly asking for graduates who have work experience and a range of transferable skills, i.e. skills which are useful in virtually any sector, job or profession. Transferable skills are also known as employability skills as they make you more employable. Some of these skills and attributes can be acquired at college or university; others can be gained much more efficiently through work experience. So why not use your part-time or vacation work to show just what you are able to do in the workplace?

In your final year you will probably start job hunting for a career post but it's never too soon to start thinking about what employers will be seeking. With an increasing number of graduates available in the job market, work experience can make you stand out. Make the most of your part-time and vacation work by learning to reflect and record the skills you develop on the job. A future employer will be impressed if you are able to reflect on your work in this way and give examples of when and how you developed useful skills.

Most of your future employers will want examples of when and how you used particular skills in the workplace and HAVE will show you how to do this. You can use HAVE to reflect on a range of employability skills, such as communication and working with others, and personal attributes, such as motivation and flexibility. You will learn how to give examples of how you handled difficult situations at work, what you have learned from both positive and negative experiences - and how these experiences have contributed to your skills and personal development.

3. Who can benefit from using HAVE?

HAVE is intended for students of any discipline who work in the hospitality, leisure and tourism industries either part-time or during vacations. HAVE helps you to reflect on what you have learnt and what skills you have developed in your part-time and vacation work. The scheme will also assist you in developing and recording skills gained through work experience which will improve your employment prospects in any industry when you finish your course. After using HAVE you will be able to explain what you have gained through part-time and vacation employment more efficiently in a job application, in your curriculum vitae or in an interview with a potential employer.

4. What does HAVE consist of?

HAVE is made up of two parts:

1. Getting the most from your part-time job: **The Information Pack**
2. Collecting evidence of your personal development: **The Personal Portfolio**

The Information Pack

The first of these parts is contained in this Information Pack and is about:

- using HAVE
- the hospitality, leisure and tourism industries
- combining part-time work and study
- learning from work experience
- how to generate evidence of your achievements
- support from your HAVE tutor and employer or supervisor

The Personal Portfolio

The second part is the Personal Portfolio where you can record your skills development and which will help you to develop your employability skills and personal attributes. It contains:

- **The Self-Assessment Exercises**
The employability skills and personal attributes you choose to focus on depends on the result of the self-assessment exercises. HAVE focuses on a range of different transferable or employability skills and personal attributes. You will begin to focus on a selection of these as you work through the scheme, e.g. communication, working with others and flexibility. If you find the process useful you can then choose to move on to some of the other skills and attributes too.

The Reflective Log

In the Reflective Log you record and reflect upon workplace experiences. Entries in this log will help you to identify skills and personal attributes where you already perform well and have evidence. It will also show where you need to develop further.

The Evidence Portfolio (Employability skills and personal attributes)

In this Evidence Portfolio you list evidence of your employability skills and of your personal attributes. You will focus on a selection of skills based on your self-assessment exercises and discussions with your tutor and your employer or supervisor.

5. The Hospitality, Leisure and Tourism Industries

The hospitality, leisure and tourism sector is primarily concerned with serving the public, so working in this sector requires good communication and interpersonal skills as well as patience, diplomacy and a customer-focused attitude. Jobs in this field also require good organisational and teamwork skills. Foreign languages are often a great advantage in hospitality and tourism jobs and offer the opportunity for you to practise and develop your knowledge. Job opportunities are varied and diverse and include areas such as:

- *accommodation and catering*
 - conference facilities, hotels, guesthouses, camping and caravan parks, holiday centres, restaurants, pubs, cafes and fast-food outlets
- *tourism, travel and transport*
 - tourism resorts and attractions, airlines, airports, coaches, railways, motorway service stations, travel agents, tour operators, ferries and cruise ships
- *leisure and visitor attractions*
 - theme parks, zoos, leisure centres, theatres, cinemas and nightclubs
- *heritage and the countryside*
 - museums, art galleries, religious buildings, historic houses, national parks, urban parks, visitor centres and countryside recreation and conservation areas
- *sport and fitness*
 - sport and fitness centres, clubs for organised sport (e.g. golf clubs), racecourses and other sporting venues

There are also numerous hospitality, leisure and tourism activities hidden inside other businesses; the provision of food, drink and accommodation is a necessary part of hospitals, universities, colleges, schools, armed services, transport services and many other enterprises.

Organisations in this sector are generally all concerned with delivering services to customers. Jobs in these areas demand a wide variety of skills, hard work and sometimes long hours. However job progression and remuneration are good and there is much reward and satisfaction to be gained from face-to-face contact with the customer, which is an important component of many jobs in these fields.

There are many different types of organisations. They operate in the public, private and voluntary sector and range from very small, often family-run, businesses employing just a few people to huge international corporations.

Much of the learning and development of employability skills comes about through actual experience in the workplace. Through your own judgement, you will develop a mix of technical and social skills in different ways to deal with particular situations; for example, interacting with customers, prioritising and rescheduling your tasks to avoid a crisis, tailoring an activity or resource for people of different abilities, or team working with other colleagues.

The key to working within these industries is being flexible in order to deal with continuing changes at any time during your working day. Awareness of other cultures and languages will also help you to become more professional and friendly to customers or visitors. Important qualities any person needs are enthusiasm, initiative and an outgoing personality.

6. Combining part-time work and study

Know your employment rights

Even though you are a student and work part-time you are protected by employment rights. As an employee, you are entitled to the following National Minimum Wage rates:

National Minimum Wage rates from 1 October 2007

Workers aged 22 and over -	£5.52 per hour
Workers aged 18-21 -	£4.60 per hour
Workers aged 16-17 -	£3.40 per hour
Accommodation offset -	£4.30 per day (£30.10 per week)

Any tips you receive individually do not count towards the National Minimum Wage. However, you are quite likely to earn more than the minimum wage as Mori's latest student lifestyle survey¹ shows that the average student wage is c£6.00 per hour. The Inland Revenue and the Department for Business, Enterprise & Regulatory Reform (BERR) has more useful information about the National Minimum Wage, including a help-line (see 16. Further Information).

Under the Working Time Regulations you will be entitled to paid holiday, as well as reasonable breaks during the day. There are also restrictions on weekly hours of work and night work. The BERR's website gives more detailed guidance about these rights and many others including unfair dismissal, (see 16. Further Information). Guidance may also be available from your Students' Union or Advice Centre.

Learn how to balance work and study

Balancing working with studying has become a way of life for many students. Working part-time generates the extra, much needed cash that makes studying at college or university possible. There can be no hard and fast rules about a maximum working week although between 10 and 15 hours is regarded as being manageable. If possible, vacation work might be the best option as it interferes less with your study. However, if you have to work part-time during term-time you are not alone. According to Mori's latest student lifestyle survey some 40% of students have a job in term-time and work, on average, 14.5 hours per week.

When combining study and part-time work, you will need to learn to manage your time. If you have a regular Saturday job, or work a few hours for two evenings a week, your work and study time may be clearly separated and you can manage both with relative ease. The main problems arise where work and study hours either coincide or begin to impinge upon each other. Being called into work at short notice can be disruptive. You may find that you need to leave college or university before classes have finished to get home, change and travel to work. If you have worked into the early hours of the morning, you may find that getting to sleep and waking up are difficult and result in missed classes.

When asked if working part-time during term-time affects their studies, 42% of students in the Mori survey said it did and 38% saying it didn't. If you are one of those who find combining study and part-time work difficult you need to do something about it sooner rather than later. If you work too many hours, you may leave yourself insufficient time to

¹ Unite: Student Experience Report 2005

do your coursework properly, achieving low grades, or even failing. If this is the case, try to rearrange your hours, your employer may be more flexible than you think, or look for another job. Talk to your tutors or your student advice centre as soon as possible if you find it hard to juggle working and studying.

However, working also has benefits apart from the much needed cash; as it contributes to your social life. Working with friends and colleagues in a customer-focused environment can be enjoyable and great fun. Make the most of this, but do not lose sight of the greater benefits that working part-time can bring, such as personal development and acquiring other work-related skills.

7. Getting work experience or a work placement

You are likely to obtain work from your own efforts or through someone you know. Additionally, many colleges or universities now operate Job Shops on campus in order to assist students in finding jobs that are manageable, sometimes even located at the university or college itself. Job Shops have excellent links with local employers who are made more aware of students' needs and constraints. Job Shops will also help regulate student employment and reduce exploitation.

Sometimes term-time employers may help you find a vacation job in the same company in your home town.

You can use the references at the end of the information pack to find out more about job seeking, work experience and work placements.

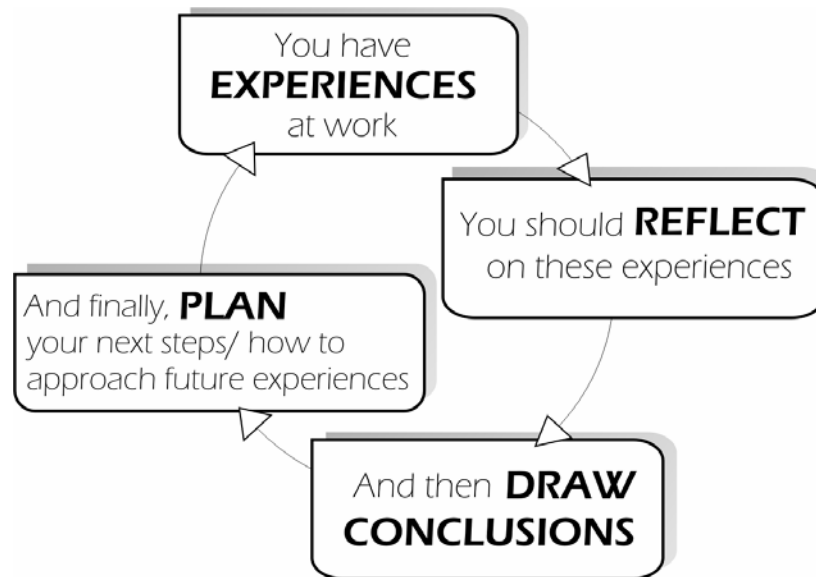
8. Learning from work experience

Many students don't realise just how much they have already gained from part-time work experience. HAVE will support you in learning even more and help you with gathering evidence of what you have learned. You can then be better prepared to tell prospective employers about your experiences and the skills you have gained.

When you complete your course at college or university, the evidence you have gathered with the help of HAVE will assist you in a job interview. The skills and attributes HAVE focuses on are transferable and valuable across all industry sectors and professions. HAVE will help you to launch your career, whatever you intend to do. And you can use HAVE whatever course you are studying at college or university.

The Learning Cycle: making the most of learning opportunities

There are many opportunities to learn from your part-time and vacation job. In order to make the most of the learning opportunities at work, you will find it useful to use the learning cycle shown in the diagram on the following page.



Source: Honey and Mumford (1986)

The Learning cycle

HAVE will assist you in determining the kind of learning experience at work that can help you to:

- demonstrate your employability skills and personal attributes
- identify the skills and attributes you need to develop further

By moving through the learning cycle, you will review experiences at work, draw conclusions from them and plan any further personal development which you believe to be necessary.

Success at work is not just a question of what you know but also the skills you use when putting your knowledge into practice. Knowledge rapidly becomes dated. The skills involved in constantly improving your own learning and increasing your knowledge and performance are those of the reflective practitioner and these are skills which employers really value. A reflective practitioner reflects on positive and negative experiences at work in order to learn from them. The idea of this kind of lifelong learning is really important to your future success at work. If you can build the learning cycle into a regular habit you are well on the way to becoming a reflective practitioner.

As well as the skills that you bring to jobs there are also personal attributes that you possess. These attributes include your personal characteristics and your experiences of life and the world of work. It is important to have a realistic appreciation of your personal attributes so that you can make the most of your strengths and work on improving weak areas. The self-assessment exercises in the Personal Portfolio will help you to review your personal attributes.

9. The Self-Assessment Exercises

As a starting point to developing evidence of employability skills and personal attributes, you should undertake a self-assessment to help you reflect on where you believe you are now. These are included in the **Personal Portfolio** which is available to download on the Institute of Hospitality web site for you to do this.

- After having completed this self-assessment, you may find it helpful to get a friend or relative to complete this assessment of you.
- Compare your own assessment with that of your friend or relative and see where you hold different views.
- When you have completed this exercise list your three best skills and attributes, and three skills and attributes you need to improve.

Where would you place your current level of expertise in each of the employability skills and attributes?

You can now start reflecting on your workplace experiences and collecting evidence of your identified employability skills and personal attributes in your personal portfolio.

SELF ASSESSMENT EXERCISE

This exercise will help you to reflect on the following skills and attributes:

	Employability Skills
1.	Communication
2.	Working with others
3.	Improving own learning and performance
4.	Problem solving
5.	Application of number

	Personal Attributes
1.	Understanding of the world of work/ business awareness
2.	Leadership
3.	Creativity and initiative
4.	Self-confidence
5.	Judgement

See the full assessment list in the **HAVE Personal Portfolio**.

The results of your self-assessment

Having completed your self-assessment, and discussed it with a friend or relative, you should now have a clearer idea regarding:

- What your strengths are; you will need to look for opportunities at work to demonstrate these and collect evidence to help you at job applications and interviews.
- Which areas you would like to improve; you will need to identify how you can develop in these areas and then collect the evidence of your improvement.

You can now begin an ongoing analysis of your use of employability skills and personal attributes using your **Reflective Log** as you undertake part-time or vacation work and collect evidence of how you have developed your skills and personal attributes using your **Evidence Portfolio**.

10. The Personal Portfolio: Reflective Log

The Reflective Log: reflections on workplace learning

In the Reflective Log you reflect on your activities and experiences in the workplace. You record your learning from your experiences at work, and also think about what you need to do as a result of what you have learned. If something went well, record this in your Reflective Log as evidence of what you are good at. If something didn't go so well, think about how you can change your approach next time a similar situation arises - record your ideas in your Reflective Log.

Using your Reflective Log needn't take up much of your time, just a few minutes at the end of your shift or working day. Most people discuss a good or bad experience at work with a friend or relative anyway - just make sure you write a few sentences about it in your Reflective Log as well, to remind you of how you handled particular situations.

You may note down any experiences which you feel are significant, positive or negative. It could be:

- something which went very well, e.g. successful handling of a difficulty with a customer or another member of staff
- something which did not go so well, e.g. your cash float not balancing at the end of your shift and you having to make up the difference

You can find examples of how Clare and Ravi used their Reflective Log in the HAVE Case Studies document.

11. Identifying Learning Opportunities

Learning opportunities vary for different people and different jobs. It is a question of you spotting the opportunities for learning in your part-time or vacation job. Think about what you are good at and how you can keep up the good work or improve. And think about what you would like to get better at and how you might do that.

Think about what skills you need to develop to perform your role more competently. What aspects of your job are you weak at or uncomfortable with? Whatever they are, there are bound to be things you can learn that will help you perform better in your current role. You will find that there are many and varied learning opportunities day to day to be identified in your working life. Think about what you can practice, who you can observe, who you can ask questions of, and what new things you can try out. Ask yourself if anything that you do can be done better. What can make you feel more motivated at work? How can you learn new things to make your job more interesting and challenging? How can your experiences in your part-time/ vacation job develop you as a person?

12. Finding a mentor in the workplace

One way of recognising opportunities for learning is to talk through what is happening to you at work with your employer, supervisor or someone else at work who is more experienced in the workplace than you are, and who you feel comfortable talking to about things which might be sensitive. Such a person can act as a mentor and help you to clarify what you are learning at work and help you in identifying what you can do to further develop your employability skills and personal attributes. S/he can provide encouragement and suggest ways in which you can generate evidence to show the skills you are gaining or already have.

If you can't get this kind of help in your workplace your personal tutor/ HAVE tutor may be able to help. The most important thing is that you reflect on your experiences and learn from them and collect the views of others of your performance whenever possible. A *Mentoring Information Sheet* is provided at the end of the **Personal Portfolio** to provide background information on the HAVE Scheme for a suitable mentor.

13. Personal Portfolio: The Evidence Portfolio

How to generate evidence

Where evidence is being used to demonstrate employability skills and personal attributes, it is best if another person can support that what you say is true. The other person is most usually your employer or supervisor.

HAVE is designed so that you can record information in a systematic way and includes documents to make the recording process easier. But you needn't be constrained by these, you can modify them or include other evidence, such as a customer's compliment letter. It's up to you to do whatever shows your evidence best.

Building up a full portfolio providing evidence of your employability skills and attributes need not be too daunting a task. Remember that you can use the same evidence to support a number of different skills and attributes. What type of evidence you put in the portfolio is a matter of your own and your employer's or supervisor's judgement. You can use any type of evidence that is relevant to your job, e.g. video or sound recording, PowerPoint presentation or customer feedback.

14. How do I get started with the HAVE Scheme?

You may need to get help to get started from your personal tutor or HAVE tutor at your college or university and from your employer or supervisor.

- Before you start using HAVE, you should make contact with your personal tutor or HAVE tutor to discuss how you will complete the HAVE Personal Portfolio. Your tutor should be able to provide support for you throughout the process through email, telephone and/or one-to-one meetings should you have any queries or problems. You will need the support of your tutor if you would like to be formally assessed and gain a certificate to recognise your achievements.
- *Support from your employer or supervisor*
An Employer Information Sheet is included in the Personal Portfolio for your

employer or supervisor. This describes the purpose and structure of HAVE and outlines how they can help you to use it. This also allows your employer to contact your personal tutor or HAVE tutor for more information if required.

- **Support from your Personal Mentor**
A Mentor Information Sheet is included in the Personal Portfolio for your use. Your mentor may be your personal tutor or a work colleague who can guide you in the process.

Getting started with the Personal Portfolio

The sooner that you can make a start on making entries in your **Reflective Log** and generating evidence of your employability skills and personal attributes, the more likely you are to have something really impressive to show and discuss with future employers. You should find lots of opportunities within your workplace to develop skills and attributes further and to generate evidence that you have acquired them.

However, to begin to develop your **Evidence Portfolio** you should focus on just a few skills and personal attributes to begin with. It is important that you set a manageable target and don't try to cover too many skills and attributes. Once you understand how HAVE works and you feel that the process has been useful, you can move on to cover some of the other skills and attributes.

15. How can I be assessed with HAVE?

On successful completion of HAVE you will have learned to reflect on and evidence your skills development and personal development in your work experience or work placement, part-time or vacation job. Just by devoting a few hours of your time per month, HAVE can help you get much added value from your part-time work. You can develop employability skills and personal attributes and quickly build up a simple but impressive portfolio of evidence. HAVE will make it easier for you to convince future employers that you really are the best person for the job.

If you would like to receive an Institute of Hospitality award for your achievements, you will need to successfully complete the reflective exercises to develop a Reflective Log and collect evidence in your Evidence Portfolio in a range of employability skills and attributes. These should be signed by your tutor and employer and submitted to the Institute of Hospitality with a copy of your current curriculum vitae and a supporting letter from your tutor. If you want more information or copies of HAVE, then see our website: www.instituteofhospitality.org.uk/

16. Further Information

Caterer & Hotelkeeper	www.caterersearch.com
Dept for Business, Enterprise & Regulatory Reform	www.berr.gov.uk
Inland Revenue (national minimum wage)	www.inlandrevenue.gov.uk/nmw/
National Council for Work Experience	www.work-experience.org
SpringboardUK	www.springboarduk.co.uk
Unite: Student Experience Report 2005	www.mori.com/polls/2004/unite-jan.shtml

17. Useful Reading

Institute of Hospitality e-Books

Available through universities and colleges in the Institute of Hospitality Education Membership Scheme and to individual Institute of Hospitality members.

Bacal, Robert; *Perfect Phrases for Customer Service: Hundreds of Tools, Techniques, and Scripts for Handling Any Situation*

Publication: New York : McGraw-Hill Professional, 2005.

Subject: Customer services. Customer services--Terminology.

eBook ISBN: 0071465111

ISBN: 007144453X

Brotherton, Bob. *The International Hospitality Industry: Structure, Characteristics and Issues*

Publication: Oxford, Boston Butterworth-Heinemann, 2003.

Subject: Hospitality industry.

eBook ISBN: 0585458103

ISBN: 0750652950

DeLuca, Matthew J. *24 hours to the perfect interview quick steps for planning, organizing & preparing for the interview that gets the job*

Publication: New York McGraw-Hill Professional, 2004.

Subject: Employment interviewing.

eBook ISBN: 0071457127

ISBN: 0071424032

Gee, Val. Gee, Jeff. *The Customer Service Training Tool Kit: 60 Activities for Delivering Super Service to Customers*

Publication: New York McGraw-Hill Professional, 2000.

Subject: Customer services--United States.

eBook ISBN: 9780071378970

ISBN: 9780079137739

Hempshell, Mark. *Working in hotels and catering how to find great employment opportunities worldwide*

Publication: Oxford, U.K. How To Books, Ltd., 1997.

Subject: Hospitality industry--Vocational guidance—Great Britain

eBook ISBN: 0585243298

ISBN: 1857033558

Longson, Sally. *Making Work Experience Count: How to Get the Right Work Experience and Improve Your Career Prospects*

Publication: Oxford, U.K. How To Books, Ltd., 1999.

Subject: Education, Cooperative--Great Britain. Vocational education--Great Britain.

eBook ISBN: 9780585258836

ISBN: 9781857035179

McGee, Paul. *How to Write a Great CV : Discover What Interviewers Are Looking For, Focus On Your Strengths and Perfect Your Presentation*

Publication: Oxford How To Books, Ltd., 2007.

Subject: Résumés (Employment)

eBook ISBN: 9781848030558

ISBN: 9781857038927

Pine, B. Joseph. Gilmore, James H. *The Experience Economy: Work Is Theatre & Every Business a Stage*

Publication: Boston Harvard Business School Press, 1999.

Subject: Product management. Diversification in industry. Customer services.

eBook ISBN: 9780585061610

ISBN: 9780875848198

Poore, Carol A. *Building Your Career Portfolio*

Publication: Franklin Lakes, NJ The Career Press, 2001.

Subject: Career development.

eBook ISBN: 9780585415758

ISBN: 9781564145406

Rich, David, *How to Click With Everyone Every Time*

Publication: New York : McGraw-Hill Professional, 2004.

Subject: Customer relations. Interpersonal attraction. Success in business.

eBook ISBN: 0071457267

ISBN: 0071418474

Williams, Alistair; *Understanding the Hospitality Consumer*. Hospitality, Leisure, and Tourism Series

Publication: Oxford, Boston, MA Butterworth-Heinemann, 2002.

Subject: Hospitality industry--Management. Consumer behavior.

eBook ISBN: 0585458111 (ISBN: 0750652497)

Yeung, Rob. *The Ultimate Career Success Workbook*

Publication: London Kogan Page, 2003.

Subject: Career development.

eBook ISBN: 9780585442969

ISBN: 9780749438296

Other Books

Corfield Rebecca, *Successful Interview Skills: How to Present Yourself with Confidence*, Kogan Page October 2002

ISBN: 0749438924

Corfield Rebecca, *Preparing Your Own CV: How to Improve Your Chances of Getting the Job You Want* Kogan Page June 2003

ISBN: 0749438932

Holmes Elizabeth *What Next After School?*

All You Need To Know About Work, Travel & Study, Kogan Page ,January 2006

ISBN: 0749445041

Karseras Hugh, *From New Recruit to High Flyer: No-Nonsense Advice on How to Fast Track your Career*, Kogan Page, October 2006

ISBN: 0749445645