



# HOSPITALITY EMPLOYEE MANAGEMENT AND SUPERVISION

CONCEPTS AND PRACTICAL APPLICATIONS

**Kerry L. Sommerville**



John Wiley & Sons, Inc.



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# CONTENTS

Preface xiii

Acknowledgments xvi

## **UNIT 1 THE LEGAL LANDSCAPE 1**

### **CHAPTER 1**

#### **INTRODUCTION TO HIRING AND SUPERVISING EMPLOYEES .....3**

Chapter Objectives 3

HRM in Action 4

Overview of What's to Come 4

**Tales from the Field 5**

Increased Competition 5

The Changing Labor Market 8

Hospitality Industry Jobs 8

A Note About Ethics 9

**Ethical Dilemma 10**

Workforce Demographics Will Change 10

Nontraditional Workers 12

Increased Demand 12

Industry Remains Strong 14

Motivations, Needs, and Expectations 15

Training and Motivation 15

**Hands-on HRM 19**

### **CHAPTER 2**

#### **THE HOSPITALITY MANAGER'S LEGAL CHALLENGES .....21**

Chapter Objectives 21

HRM in Action 22

Employment Law and the Equal Employment Opportunity Commission 22

**Tales from the Field 25**

Illegal Discrimination 25

Bona Fide Occupational Qualification 26

**Ethical Dilemma 27**

The Hooters Restaurant Chain 27

Sexual Harassment 28

Managers Must Establish Guidelines and Policies 29

State and Local Employment Laws 30

Affirmative Action Plans 30

The Americans with Disabilities Act 31

Disability Defined 32

Reasonable Accommodation 33

Avoiding Illegal Questions and Practices Under the ADA 33

Age Discrimination in Employment 34

Equal Pay Act 34

Immigration Reform and Control Act 35

**Hands-on HRM 39**

### **CHAPTER 3**

#### **WAGE AND HOUR LAWS AFFECTING SALARIED, HOURLY, AND TIPPED EMPLOYEES .....43**

Chapter Objectives 43

HRM in Action 44

A Brief History 44

**Tales from the Field 45**

Tip Credits and Tip Pools 47  
    Regular Tips 50  
    Tip Retention 50  
    Slow Shifts 50  
    Advance Notice 50  
    Tip Pools 51  
**Ethical Dilemma** 52  
    Overtime 52  
Changes in Overtime Law 53  
The New Rules 55  
Executive (Managerial) Exemption 55  
Administrative Exemption 56  
Professional Exemption 56  
Labor Costs, Profits, and Employee  
    Morale 57  
**Hands-on HRM** 61

**CHAPTER 4**

**COMMON LAW, NEGLIGENT HIRING,  
AND EMPLOYEE RIGHTS . . . . .65**

Chapter Objectives 65  
HRM in Action 66  
Common Law and Its Impact on the  
    Workplace 66  
**Tales from the Field** 67  
    McDonald's Coffee Too Hot? 68  
Employee Rights Under Common Law 69  
Wrongful Discharge 69  
**Ethical Dilemma** 71  
    Constructive Discharge 71  
    False Imprisonment, Defamation, and  
        Invasion of Privacy 72  
    Defamation of Character 72  
    Negligent Hiring and Negligent  
        Retention 74  
**Hands-on HRM** 78

**CHAPTER 5**

**WORKING WITH UNIONS . . . . .81**

Chapter Objectives 81  
HRM in Action 82  
States and Metro Areas with a Large Union  
    Concentration 82  
**Tales from the Field** 83  
The National Labor Relations Act 83  
The Taft-Hartley Act and Right-to-Work  
    Laws 84  
Local Unions 85  
**Ethical Dilemma** 86  
National Unions 87  
Multiunion Associations 87  
Why Employees Join Unions 88  
The Union Organization Process 89  
Employers May Not Retaliate 89  
The Union Contract 89  
Management Challenges When Working  
    with Unions 90  
Creating a Positive Work Environment 91  
**Hands-on HRM** 94

**UNIT 2 THE EMPLOYEE  
SELECTION PROCESS 97**

**CHAPTER 6**

**JOB DESCRIPTIONS AND JOB  
SPECIFICATIONS . . . . .99**

Chapter Objectives 99  
HRM in Action 99  
The Employee Selection Process 100  
Job Descriptions 100  
**Tales from the Field** 101  
    Essential Elements 101  
    Performance Standards 104  
**Ethical Dilemma** 105



Essentials for Success 106  
 Job Specifications 107  
 One Size Does Not Fit All 111  
**Hands-on HRM** 114

**CHAPTER 7**

**THE EMPLOYEE HANDBOOK .....117**

Chapter Objectives 117  
 HRM in Action 117  
 Rationale for Employee Handbooks 118  
**Tales from the Field** 119  
 Employee Handbooks Are Common in Large Operations 119  
 Employees Must Sign for It 119  
 A Well-Crafted Employee Handbook 120  
 Write It Yourself but Have an Attorney Review It 120  
**Ethical Dilemma** 122  
 Be Clear, Concise, and Consistent 122  
 Setting the Proper Tone in the Introduction 122  
 Legal Issues and Disclaimers 123  
 Probationary Period, Trial Period, or Training Period? 125  
 What to Include in the Employee Handbook 125  
**Hands-on HRM** 130

**CHAPTER 8**

**ADVERTISING AND RECRUITING . . . .133**

Chapter Objectives 133  
 HRM in Action 133  
 The Labor Market and the Labor Pool 134  
 The Internet Expands the Labor Market 134  
**Tales from the Field** 135

Smaller Operations Have Some Advantages 135  
 Employee Turnover 136  
**Tales from the Field** 137  
 Identifying Potential Job Applicants 139  
 Employee Referrals 139  
 Paying a Referral Bonus 140  
 Recruiting Is Marketing 140  
 Walk-In Applicants 141  
**Ethical Dilemma** 142  
 Walk-In Applicants Should Be Welcome 142  
 Advertising for Job Applicants 143  
 Help-Wanted Ads Have Some Limitations 143  
 Diversity—The New Workforce 145  
 Targeting the New Workforce 147  
 Hot Buttons 148  
 Language Solutions for Managers and Supervisors 148  
**Hands-on HRM** 152

**CHAPTER 9**

**APPLICATIONS, INTERVIEWS, AND BACKGROUND CHECKS .....155**

Chapter Objectives 155  
 HRM in Action 156  
 The Job Application 156  
**Tales from the Field** 157  
 A Fact-Finding Form 157  
     Personal Data 157  
     Employment Status 160  
     Education and Skills 160  
     Work History 160  
     References 160  
**Tales from the Field** 161  
     Signature Line 161

Analyzing Application Forms 163  
Preparing for the Job Interview 164  
The Job Interview 165  
Process Is a Two-Way Street 165  
Conducting the Interview 166  
    The Applicant Should Do Most of the Talking 167  
    Don't Oversell the Position 167  
    Check for Any "Knockout Factors" 167  
Closed-Ended and Open-Ended Questions 168  
Situational and Behavioral Questions 169  
How Long Should the Interview Last? 170  
Questions to Avoid 170  
The Job Offer 172  
The Act of the Employee 172  
**Ethical Dilemma** 173  
Background Checks 174  
Why Conduct Background Checks? 174  
Obtaining the Applicant's Permission 176  
Many Employees Have Skeletons in Their Closets 177  
Who Performs Background Checks? 178  
Who Should Be Checked? 178  
Reference Checks 180  
Should I Give References on a Previous Employee? 180  
**Hands-on HRM** 185

**UNIT 3 ORIENTATION AND TRAINING 189**

**CHAPTER 10 NEW-EMPLOYEE ORIENTATION .....191**

Chapter Objectives 191  
HRM in Action 191

Starting off on the Right Foot 192  
The Need for New-Employee Orientation 192  
**Tales from the Field** 193  
Benefits of Orientation 193  
    The Benefits to the Company Overall 194  
    The Benefits to the Supervisor and to Management 194  
    The Benefits to the Employee 194  
Orientation Programs 195  
**Ethical Dilemma** 198  
Make New-Employee Orientation Fun 198  
Avoid Common Mistakes 199  
Work with a Checklist 199  
    Before the New Employee Arrives 200  
    First Day on the Job 200  
    During the First Week 200  
**Tales from the Field** 201  
**Hands-on HRM** 204

**CHAPTER 11 TRAINING TO PERFORMANCE STANDARDS .....207**

Chapter Objectives 207  
HRM in Action 208  
Training Now and Development Later 208  
Benefits of Training and Development 209  
**Tales from the Field** 211  
Performance Standards and Needs Assessment 211  
Understanding Performance Management 212  
**Ethical Dilemma** 213  
Importance of Performance Standards 213

Performance Standards and Training 214  
 How to Set Performance Standards 214  
 Determining Training Needs 216  
 Approaches to Needs Assessment 218  
 Determining Training Objectives 218  
 Learning Principles 219  
 Considerations When Selecting Training Techniques 220  
 Training Methods 221  
     Problems Associated with OJT 222  
     Problems with Job Rotation and Cross-training 223  
 Train the Trainer Programs 223  
 Off-the-Job Training Methods 224  
 Increased Use of Technology 224  
 Other Training Methods 226  
     Internships 226  
     Role Playing 226  
     Case Study 226  
     Self-Study 227  
 Evaluating Training 227  
**Hands-on HRM 231**

**UNIT 4 COMMUNICATION AND MOTIVATION 235**

**CHAPTER 12 PERFORMANCE APPRAISALS THAT WORK .....237**

Chapter Objectives 237  
 HRM in Action 238  
 Everyone Benefits from Effective Performance Appraisals 238  
 Informal and Formal Appraisals 239  
 Common Performance Appraisal Problems 240  
**Tales from the Field 241**

Understanding Rater Biases 242  
     The Halo-or-Horns Effect 242  
     The Error of Central Tendency 243  
     The Leniency and Strictness Biases 243  
     Cross-Cultural Biases 243  
     Personal Prejudice 243  
     The Recency Effect 244  
     Similar-to-Me Bias 244  
 Overcoming Obstacles and Reducing Errors 244  
 Performance Appraisal Methods 244  
**Ethical Dilemma 245**  
     Rating Scales 245  
     Checklists 247  
     Forced Choice Method 248  
     Critical Incidents Method 249  
     Behaviorally Anchored Rating Scales 250  
     Self-Appraisals 252  
 360-Degree Performance Appraisal 252  
 Evaluation Interviews and Employee Counseling 253  
 Legal Constraints in Performance Appraisals 254  
**Hands-on HRM 257**

**CHAPTER 13 EFFECTIVE COMMUNICATION AND FEEDBACK .....261**

Chapter Objectives 261  
 HRM in Action 262  
 The Communication Process 262  
 An Example from Marriott 262  
**Tales from the Field 263**  
 Which Communication Method Is Best? 263  
 The Employee Grapevine 264

Downward and Upward Communication 265

**Tales from the Field** 267

Verbal and Written Communication 267

**Ethical Dilemma** 269

The Information Superhighway 269

Corporate Web-Surfing Policies 271

Common Obstacles to Effective Communication 271

- Cultural Differences 272
- Differences in Background 272
- Prejudices and Perceptions 273
- Assumptions and Expectations 274
- Emotions 274

Overcoming Barriers to Effective Communication 275

Active and Passive Listening 275

Providing Effective Feedback 276

- The Role of Positive Feedback 276
- The Role of Negative Feedback 277

Guidelines for Providing Feedback That Works 277

**Hands-on HRM** 281

**CHAPTER 14**

**EMPLOYEE DISCIPLINE .....285**

Chapter Objectives 285

HRM in Action 286

Causes for Discipline 286

- Cause 1: Rules and Procedures Are Vaguely Written, Misunderstood, and Ignored 286

**Tales from the Field** 287

- How to Ensure Acceptance and Compliance 288

- Cause 2: Employees Lack Sufficient Abilities, Knowledge, Skills, or Aptitude 289
- Cause 3: Employees Have Personality and Motivational Problems 290
- Cause 4: Troublesome Environmental Factors 291

Preventive and Corrective Discipline 291

- Oral or Verbal Warning 293
- Written Warning 293
- Suspension 293

**Ethical Dilemma** 294

- Termination 294

Six Discipline Don'ts 295

- Don't Regard Discipline as Punishment 295
- Don't Make Discipline a *Me Against You* Confrontation 296
- Don't Do Too Little Too Late 296
- Don't Create New Rules "on the Fly" 297
- Don't Take a Nonprogressive Approach Unless Unavoidable 297
- Don't Ignore the Root Causes 297

Five Discipline Doses 297

- Do Thoroughly Investigate 298
- Do Confront the Employee 298
- Do Get a Commitment 300
- Do Use Progressive Discipline When Possible 300
- Do Follow Up on Employee Discipline 300

When to Terminate an Employee 301

Legal Implications When Terminating an Employee 302

Guidelines for Terminating an Employee 303

**Hands-on HRM** 306

**CHAPTER 15**

**EMPLOYEE MOTIVATION THROUGH  
QUALITY LEADERSHIP .....311**

- Chapter Objectives 311
- HRM in Action 312
- Relationship between Leadership and  
Motivation 312
- Motivational Theories 313
- Early Theories of Motivation 313
  - The Traditional Model 313
- Tales from the Field** 314
  - The Human Relations Model 314
  - The Human Resources Model 315
- Later Theories of Motivation 316
  - Maslow's Hierarchy of Needs 316
  - Herzberg's Motivation-Hygiene  
Theory 317
- Modern Approaches to Motivation 318
  - The Expectancy Approach 319
  - Implications for Hospitality Managers 319
- Ethical Dilemma** 320
  - Making the Reward System  
Cost-Effective 321

- The Equity Theory 322
- Putting Motivational Practices to  
Work 322
  - Employees Seek Praise 322
  - Employees Seek Convenience 323
  - Employees Seek Fun 323
  - Employees Seek Money 323
  - Employees Seek Importance 324
  - Employees Seek Success 324
  - Employees Seek Advancement 325
- What Is Leadership? 325
- Early Leadership Theories 325
- Modern Views and Charismatic  
Leadership 327
- Formal and Informal Authority 327
- Deciding Whom to Promote 328
  - Technical Skills 328
  - Human Relations Skills 328
  - Conceptual Skills 328
  - What's Your Style? 329
  - Which Style Is Best? 329
- Hands-on HRM** 334



# PREFACE

**HOSPITALITY BUSINESSES, BOTH LARGE AND SMALL**, struggle valiantly today to recruit, hire, train, and retain quality and motivated employees. Those operations that do these things well often achieve enormous success, while those that do not or will not invest appropriate levels of time, money, and attention to their human resources efforts frequently fail.

In approximately 15 years of teaching at the university level, more than 7000 students have passed through my classroom. A vast majority of these students have shared their *Tales from the Field*. Some of their *tales* were inspiring, but many made me cringe. It is because of my students' *tales* that I became convinced that the time had come to write a hands-on, practical human resources guide for managers and supervisors in the hospitality industry.

While this book covers the fundamental concepts and principles of management and supervision that have stood the test of time, my goal in writing *Hospitality Employee Management and Supervision: Concepts and Practical Applications* is to present a more contemporary, hands-on approach to this material that both two- and four-year college students will find engaging and valuable as they begin their preparation for successful management careers in the hospitality industry.

This book provides comprehensive coverage of the key concepts in a concise and reader friendly manner. It is organized into the following four parts with themes relevant to today's hospitality industry:

**Unit 1: The Legal Landscape.** Provides a thorough description of how today's legal landscape impacts all employee-related decisions, ranging from hiring to training, compensation, promotion, and termination.

**Unit 2: The Employee Selection Process.** Provides a discussion of all the resources available to help managers recruit the right applicants for the right jobs and all that must be considered when hiring a competent workforce.

**Unit 3: Orientation and Training.** Provides important information about effective new-employee orientation and training and discusses standards of performance as well as aspects of ongoing professional development and their impact on employee morale.

**Unit 4: Communication and Motivation.** Provides techniques for effective communication in the workplace. Also discusses newer, more modern approaches to evaluating employee performance, as well as various theories of motivation and styles of leadership and their effectiveness.

I have also included the following features within each chapter to enhance the students' learning experience:

- **Quotations** from various practitioners in the hospitality industry that help to highlight the focus of each chapter.
- **Chapter Objectives** correspond to the organization of the chapter and highlight the key concepts and ideas to help students succeed in learning the material.
- **HRM in Action Sections** highlight real-world HRM experiences that relate to the content presented in each chapter. These vignettes help to set the stage and provide a focus for the chapter.
- **Tales from the Field** provide accounts from hospitality employees describing the various challenges they face in the industry. These anecdotes provide real-world examples of the concepts presented in each chapter of the text and help students to see how what they've learned in the classroom is applied in real-world situations.
- **Ethical Dilemmas** provide scenarios relating to the hospitality industry where ethics comes into play and relates the ethical aspects to the *10 Ethical Principles for Hospitality Managers* adapted from Josephson Institute of Ethics Core Ethical Principles. They have served as the basis of ethics research coming out of Isbell Hospitality Ethics for the past 15 years. A chapter-by-chapter analysis of short ethical dilemmas emphasizes the importance of adhering to the Ethical Principles for Hospitality Managers during the on-the-job decision-making process. Adherence to these principles will result in the best consequences for all parties involved.<sup>1</sup>
- **End of Chapter Summary** is a bulleted list of the key concepts related to each of the learning objectives presented at the beginning of each chapter.
- **Practice Quiz and Chapter Review Questions** help to reinforce student comprehension of the key concepts covered in each chapter.

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<sup>1</sup>Christine Jaszay and Paul Dunk, *Ethical Decision Making in the Hospitality Industry* (Upper Saddle River, NJ: Pearson—Prentice Hall, 2006)



- **Hands-on HRM** are included at the end of each chapter and provide mini cases with discussion questions based on real-world situations to enhance student understanding.
- **Key Terms** are bold within the chapter and then listed at the end of each chapter with their definitions. An online glossary of key terms is also available for viewing and download.

There is also a set of resources for instructors:

**Instructor’s Manual with Test Questions** includes lecture outlines, answer keys to review quizzes and *Hands-on HRM* mini-case studies; suggested active learning techniques to enhance student retention of key concepts, additional in-depth chapter review questions; and a test bank containing a variety of true/false, multiple-choice, and essay questions broken down by chapter, unit, and final exam.

**Companion Web site** includes electronic files for the Instructor’s Manual with Test Questions and PowerPoint slides containing lecture outlines for every chapter.

Nearly three-fourths of this book is dedicated to helping students learn and practice the skills that they will need in order to locate, hire, and train quality-hospitality industry employees. When managers and supervisors devote the necessary attention to these matters initially, when developing their workforce on the front end and the “churn and burn” of high-employee turnover—which plagues the hospitality industry—decreases, managers can then focus their energy on what they were hired to do in the first place: Manage!

Some graduates will be blessed with hospitality industry jobs in organizations that staff a professional human resources department, but many graduates who take positions in smaller operations will be the human resources department, and it is these budding supervisors, managers, and future entrepreneurs who I had most in my mind as I wrote this book.

I believe that there has never been a more rewarding or challenging time to be a hospitality industry manager. The reward comes from knowing that effective, efficient managers can and are making a real difference in our industry. The challenges arise from issues associated with staffing hospitality operations, which present a constantly shifting kaleidoscope of competitive pressures and opportunities.

No matter how your specific major fits into the world of hospitality, the content of this course has all the ingredients to be the best course you’ll take during your academic career because what you learn in class today, you can apply to your future career in hospitality. So dig in, get involved, and as you tackle the subject matter, remember that your teachers and I wish you great success in this industry that we love so dearly.

# ACKNOWLEDGMENTS

One of the most pleasant parts of writing a book is thanking those who have contributed to its evolution.

My first debt of gratitude must go to the great folks at Wiley for believing in this project and seeing it off the ground: Melissa Oliver, acquisitions editor, who breathed life into the project and helped me fine-tune my idea in its early stages, and Cindy Rhoads, developmental editor, whose unflagging patience, constant good humor, and astounding capacity for creative work has made this book possible.

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To my employer, Sullivan University, and, especially, its founder and chancellor, A. R. Sullivan, thank you for believing in me and for providing the wonderful facilities and resources that have allowed me to grow.

I especially wish to thank my immediate coworkers whose continual support, love, and constant encouragement helped to make this project a reality: Albert Schmid, who made me believe in myself and who illuminated my path like only *someone who has been there and done that could*; Dawn McGiffen and Anne Sandhu, both tough critics and beloved confidants; and Eddie Maamry, mein lieber Herr, whose *joie de vivre* inspires us all to be our best everyday. I also want to thank those colleagues who have been so supportive throughout my career: Chef Walter “Spud” Rhea, Chef Tom Hickey, Chef Derek Spendlove, and Chef Kimberly Jones.

To my many students both past and present, and, especially, to those who shared their “Tales from the Field,” thank you for your trust and respect; your true identities will remain forever locked away.

And, finally, to Bert, my dear and loving family, and my closest friends—both old and new—thank you for understanding the many long months of neglect and for standing by me. You guys rock!

Kerry Sommerville  
Louisville, Kentucky



UNIT

1

**THE LEGAL  
LANDSCAPE**

