

Training the Service Industry

Case Study: Hospitality USA

Hospitality USA is the management company that oversees Sherlock's Pubs, Baker Street Pubs and Grills, and Watson's Houses of Ales. These venues have been rocking the greater Southwest metropolitan areas for about 30 years. Like the name states, Hospitality specializes in providing a knowledgeable and well trained staff to accommodate the needs of their guests.

In order to ensure new staff members receive the quality training necessary, Hospitality selects top performers from each store to attend trainer workshops each year. Once these staff members have completed the required number of hours of instruction, they are released back to their stores to act as certified staff trainers. Only these specially trained employees are permitted to train the incoming staff.

There are two basic approaches to training new employees: instructor centered and learner centered. Hospitality applies the learner centered approach to their training program. According to Dreher and Dougherty (2001), "Any form of skills training that actively involves the learner fits this category. Active involvement includes such things as observing an expert perform a task and then trying or practicing the task under the watchful eye of the expert. After receiving round-one feed back, the learner then continues to practice and receives more feedback until an acceptable level of skill can be demonstrated." As an example, atypical training schedule for a new bartender or waitress would include 3 days of job shadowing, benchmarking tests, and general knowledge of policy and procedure.

References:

Dreher & Dougherty. (2001). Human Resource Strategy: A behavioral prospective for the General manager. NewYork: McGraw-Hill.

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