

Focus on *TPHS*

HICKMORE'S COMMENTS

I have always maintained that we, as the hospitality industry, give ourselves "bad press" when it comes to encouraging youngsters to consider our industry as a career choice.

Most youngsters are making career choices in grade 10 and 11 when choosing subjects to study for matric. Whilst other industries such as banking, accounting, law, engineering portray themselves as highly sophisticated careers with a strong career path with excellent prospects of earning good money. We tend to talk our industry down. Generally speaking, youngsters think our industry is unsophisticated, very tough manual work and poorly paid. Why do they think this? Well we tell them all the bad things and not all the great things. Truth is our industry is no harder work than any other (if you want to be successful that is) It is highly sophisticated where managers are responsible for multi million rand businesses, it is growing at a rapid rate with many diverse career choices within our sector. And, in my experience the salaries can be compared to other industries. Our executive remuneration is not chicken feed, large bonuses, share options, big packages. It is also an industry where there are many opportunities for self employment and for overseas travel. In fact, you would be hard pressed to find an industry with so many choices!

I find that youngsters struggle to find information on employment opportunities within hospitality. I often get calls from school career councillors who are struggling to find info on further education, apprenticeships etc. I also find that career councillors, school teachers tend to have incorrect info on the type of people profile our industry actu-

ally requires. Often they will encourage the "less academic" with the thought that the creative and practical side is all that is required to be a successful hospitality professional. The outward profile of our industry is happy smiley people who are creative and service orientated. You can understand why this is so, when we are out front in the reception or restaurant we create an experience for people that is akin to Theatre "the show must go on" many people have no idea of what goes on behind the scenes. You need excellent management skills, organisational skills, financial management, sales and marketing skills, computer literacy and a whole array of "sophisticated" knowledge to be a successful hotelier.

I find that employers are starting to look for a higher level of tertiary education. Degree's for potential hotel managers rather than diploma's. However employers like a person to "hit the floor running" so some experience is vital too. It is important for youngsters to choose the educational establishment carefully as not all degree's or diplomas hold the same "status" in industry. I always advise to choose the very best establishment with close ties to the industry and with a proven track record of successful alumni. Avoid the quick fix diploma.

Employers really do like overseas experience. But, only if it is in top rated establishments and sustained periods of employment. I see many interviewees returning from the UK claiming overseas experience when they have been frying chips in the "Dog and Duck" for 3 months! But, the ones who have worked even at junior level in a well known establishment are highly sought after. It's a matter of who you associate yourself with.



Youngsters should associate with the best hotel, restaurant, chef, manager, educational establishment that they can.

Ongoing training and education is vital. The industry moves at a fast pace so one needs to keep up with technology and management methods. I would suggest that studying something like a BCom degree whilst working is an excellent way of ensuring that you not only keep up with modern thinking but also make yourself highly marketable. For a chef lots of research and travel and involvement with organisations like SA Chef.

Employers do have a tough time finding suitable skills. Hospitality industry skills are very movable so it is difficult to hold onto good professionals. This is why it is important for organisations to put in good succession planning and, right from the outset, work out a personal career plan with the employee.

I would like to see employers, agencies, educational establishments get together with an initiative to encourage skills and to represent the hospitality industry to prospective employees. This could be achieved through career shows in all major centres as well as school visits to show people what an exciting, vibrant, rewarding and well paid industry we are.

We want our industry to become one of choice rather than of compromise. Regular visits to career councillors and educational psychologists would get the right information out there. A full time hospitality industry careers information centre would be excellent to give unbiased and frank advice on our business.

I would love to see a move back to the old apprenticeship system. Comprising of recruiting potential directly from schools, or from existing star employee's. Three year chefs and manager programs sponsored by the hotel group or catering company. This would combine some block release for the theory side and moving through all disciplines of the hotels, catering establishments. I don't see this happening so much these days.

Hospitality News & Careers Newsletter (April 2007).
Stephen Hickmore. www.hospitality.co.za

Excerpt from Where Have All the Leaders Gone?

This is an excerpt from an upcoming book of Lee Iacocca's.

From Chapter 1: Had Enough?

Am I the only guy in this country who's fed up with what's happening? Where the hell is our outrage? We should be screaming bloody murder. We've got a gang of clueless bozos steering our ship of state right over a cliff, we've got corporate gangsters stealing us blind, and we can't even clean up after a hurricane much less build a hybrid car. But instead of getting mad, everyone sits around and nods their heads when the politicians say, "Stay the course."

Stay the course? You've got to be kidding. This is America, not the damned Titanic. I'll give you a sound bite: Throw the bums out!

You might think I'm getting senile, that I've gone off my rocker, and maybe I have. But someone has to speak up. I hardly recognize this country anymore. The President of the United States is given a free pass to ignore the Constitution, tap our phones, and lead us to war on a pack of lies. Congress responds to record deficits by passing a huge tax cut for the wealthy (thanks, but I don't need it). The most famous business leaders are not the innovators but the guys in handcuffs. While we're fiddling in Iraq, the Middle East is burning and nobody seems to know what to do. And the press is waving pom-poms instead of asking hard questions. That's not the promise of America my parents and yours traveled across the ocean for. I've had enough. How about you?

I'll go a step further. You can't call yourself a patriot if you're not outraged. This is a fight I'm ready and willing to have.

My friends tell me to calm down. They say, "Lee, you're eighty-two years old. Leave the rage to the young people." I'd love to -- as soon as I can pry them away from their iPods for five seconds and get them to pay attention. I'm going to speak up because it's my patriotic duty. I think people will listen to me. They say I have a reputation as a straight shooter. So I'll tell you how I see it, and it's not pretty, but at least it's real. I'm hoping to strike a nerve in those young folks who say they don't vote because they don't trust politicians to represent their interests. Hey, America, wake up. These guys work for us.

WHO ARE THESE GUYS, ANYWAY?

Why are we in this mess? How did we end up with this crowd in Washington? Well, we voted for them -- or at least some of us did. But I'll tell you what we didn't do. We didn't agree to suspend the Constitution. We didn't agree to stop asking questions or demanding answers. Some of us are sick and tired of people who call free speech treason. Where I come from that's a dictatorship, not a democracy.

And don't tell me it's all the fault of right-wing Republicans or liberal Democrats. That's an intellectually lazy argument, and it's part of the reason we're in this stew. We're not just a nation of factions. We're a people. We share common principles and ideals. And we rise and fall together.

Where are the voices of leaders who can inspire us to action and make us stand taller? What happened to the strong and resolute party of Lincoln? What happened to the courageous, populist party of FDR and Truman? There was a time in this country when the voices of great leaders lifted us up and made us want to do better. Where have all the leaders gone?

THE TEST OF A LEADER

I've never been Commander in Chief, but I've been a CEO. I understand a few things about leadership at the top. I've figured out nine points -- not ten (I don't want people accusing me of thinking I'm Moses). I call them the "Nine Cs of Leadership." They're not fancy or complicated. Just clear, obvious qualities that every true leader should have. We should look at how the current administration stacks up. Like it or not, this crew is going to be around until January 2009. Maybe we can learn something before we go to the polls in 2008. Then let's be sure we use the leadership test to screen the candidates who say they want to run the country. It's up to us to choose wisely.

So, here's my C list:

A leader has to show CURIOSITY. He has to listen to people outside of the "Yes, sir" crowd in his inner circle. He has to read voraciously, because the world is a big, complicated place. George W. Bush brags about never reading a newspaper. "I just scan the headlines," he says. Am I hearing this right? He's the President of the United States and he never reads a newspaper? Thomas Jefferson once said, "Were it left to me to decide whether we should have a government without newspapers, or newspapers without a government, I should not hesitate for a moment to prefer the latter." Bush disagrees. As long as he gets his daily hour in the gym, with Fox News piped through the sound system, he's ready to go.

If a leader never steps outside his comfort zone to hear different ideas, he grows stale. If he doesn't put his beliefs to the test, how does he know he's right? The inability to listen is a form of arrogance. It means either you think you already know it all, or you just don't care. Before the 2006 election, George Bush made a big point of saying he didn't listen to the polls. Yeah, that's what they all say when the polls stink. But maybe he should have listened, because 70 percent of the people were saying he was on the wrong track. It took a "thumping" on election day to wake him up, but even then you got the feeling he wasn't listening so much as he was calculating how to do a better job of convincing everyone he was right.

A leader has to be CREATIVE, go out on a limb, be willing to try something different. You know, think outside the box. George Bush prides himself on never changing, even as the world around him is spinning out of control. God forbid someone should accuse him of flip-flopping. There's a disturbingly messianic fervor to his certainty. Senator Joe Biden recalled a conversation he had with Bush a few months after our troops marched into Baghdad. Joe was in the Oval Office outlining his concerns to the President -- the explosive mix of Shiite and Sunni, the disbanded Iraqi army, the problems securing the oil fields. "The President was serene," Joe recalled. "He told me he was sure that we were on the right course and that all would be well. 'Mr. President,' I finally said, 'how can you be so sure when you don't yet know all the facts?'" Bush then reached over and put a steady

hand on Joe's shoulder. "My instincts," he said. "My instincts." Joe was flabbergasted. He told Bush, "Mr. President, your instincts aren't good enough." Joe Biden sure didn't think the matter was settled. And, as we all know now, it wasn't.

Leadership is all about managing change -- whether you're leading a company or leading a country. Things change, and you get creative. You adapt. Maybe Bush was absent the day they covered that at Harvard Business School.

A leader has to COMMUNICATE. I'm not talking about running off at the mouth or spouting sound bites. I'm talking about facing reality and telling the truth. Nobody in the current administration seems to know how to talk straight anymore. Instead, they spend most of their time trying to convince us that things are not really as bad as they seem. I don't know if it's denial or dishonesty, but it can start to drive you crazy after a while. Communication has to start with telling the truth, even when it's painful. The war in Iraq has been, among other things, a grand failure of communication. Bush is like the boy who didn't cry wolf when the wolf was at the door. After years of being told that all is well, even as the casualties and chaos mount, we've stopped listening to him.

A leader has to be a person of CHARACTER. That means knowing the difference between right and wrong and having the guts to do the right thing. Abraham Lincoln once said, "If you want to test a man's character, give him power." George Bush has a lot of power. What does it say about his character? Bush has shown a willingness to take bold action on the world stage because he has the power, but he shows little regard for the grievous consequences. He has sent our troops (not to mention hundreds of thousands of innocent Iraqi citizens) to their deaths -- for what? To build our oil reserves? To avenge his daddy because Saddam Hussein once tried to have him killed? To show his daddy he's tougher? The motivations behind the war in Iraq are questionable, and the execution of the war has been a disaster. A man of character does not ask a single soldier to die for a failed policy.

A leader must have COURAGE. I'm talking about balls. (That even goes for female leaders.) Swagger isn't courage. Tough talk isn't courage. George Bush comes from a blue-blooded Connecticut family, but he likes to talk like a cowboy. You know, My gun is bigger than your gun. Courage in the twenty-first century doesn't mean posturing and bravado. Courage is a commitment to sit down at the negotiating table and talk.

If you're a politician, courage means taking a position even when you know it will cost you votes. Bush can't even make a public appearance unless the audience has been handpicked and sanitized. He did a series of so-called town hall meetings last year, in auditoriums packed with his most devoted fans. The questions were all softballs.

To be a leader you've got to have CONVICTION -- a fire in your belly. You've got to have passion. You've got to really want to get something done. How do you measure fire in the belly? Bush has set the all-time record for number of vacation days taken by a U.S. President -- four hundred and counting. He'd rather clear brush on his ranch than immerse himself in the business of governing. He even told an interviewer that the high point of his presidency so far was catching a seven-and-a-half-pound perch in his hand-stocked lake.

It's no better on Capitol Hill. Congress was in session only ninety-seven days in 2006. That's eleven days less than the record set in 1948, when President Harry Truman coined the term do-nothing Congress. Most people would expect to be fired if they worked so little and had nothing to show for it. But Congress managed to find the time to vote itself a raise. Now, that's not leadership.

A leader should have CHARISMA. I'm not talking about being flashy. Charisma is the quality that makes people want to follow you. It's the ability to inspire. People follow a leader because they trust him. That's my definition of charisma. Maybe George Bush is a great guy to hang out with at a bar-becue or a ball game. But put him at a global summit where the future of our planet is at stake, and he doesn't look very presidential. Those frat-boy pranks and the kidding around he enjoys so much don't go over that well with world leaders. Just ask German Chancellor Angela Merkel, who received an unwelcome shoulder massage from our President at a G-8 Summit. When he came up behind her and started squeezing, I thought she was going to go right through the roof.

A leader has to be COMPETENT. That seems obvious, doesn't it? You've got to know what you're doing. More important than that, you've got to surround yourself with people who know what they're doing. Bush brags about being our first MBA President. Does that make him competent? Well, let's see. Thanks to our first MBA President, we've got the largest deficit in history, Social Security is on life support, and we've run up a half-a-trillion-dollar price tag (so far) in Iraq. And that's just for starters. A leader has to be a problem solver, and the biggest problems we face as a nation seem to be on the back burner.

You can't be a leader if you don't have COMMON SENSE. I call this Charlie Beacham's rule. When I was a young guy just starting out in the car business, one of my first jobs was as Ford's zone manager in Wilkes-Barre, Pennsylvania. My boss was a guy named Charlie Beacham, who was the East Coast regional manager. Charlie was a big Southerner, with a warm drawl, a huge smile, and a core of steel. Charlie used to tell me, "Remember, Lee, the only thing you've got going for you as a human being is your ability to reason and your common sense. If you don't know a dip of horseshit from a dip of vanilla ice cream, you'll never make it." George Bush doesn't have common sense. He just has a lot of sound bites. You know -- Mr.they'll-welcome-us-as-liberators -no-child-left-behind-heck-of-a-job -Brownie-mission-accomplished Bush.

Former President Bill Clinton once said, "I grew up in an alcoholic home. I spent half my childhood trying to get into the reality-based world -- and I like it here.

I think our current President should visit the real world once in a while.

THE BIGGEST C IS CRISIS

Leaders are made, not born. Leadership is forged in times of crisis. It's easy to sit there with your feet up on the desk and talk theory. Or send someone else's kids off to war when you've never seen a battlefield yourself. It's another thing to lead when your world comes tumbling down.

On September 11, 2001, we needed a strong leader more than any other time in our history. We needed a steady hand

to guide us out of the ashes. Where was George Bush? He was reading a story about a pet goat to kids in Florida when he heard about the attacks. He kept sitting there for twenty minutes with a baffled look on his face. It's all on tape. You can see it for yourself. Then, instead of taking the quickest route back to Washington and immediately going on the air to reassure the panicked people of this country, he decided it wasn't safe to return to the White House. He basically went into hiding for the day -- and he told Vice President Dick Cheney to stay put in his bunker. We were all frozen in front of our TVs, scared out of our wits, waiting for our leaders to tell us that we were going to be okay, and there was nobody home. It took Bush a couple of days to get his bearings and devise the right photo op at Ground Zero.

That was George Bush's moment of truth, and he was paralyzed. And what did he do when he'd regained his composure? He led us down the road to Iraq -- a road his own father had considered disastrous when he was President. But Bush didn't listen to Daddy. He listened to a higher father. He prides himself on being faith based, not reality based. If that doesn't scare the crap out of you, I don't know what will.

A HELL OF A MESS

So here's where we stand. We're immersed in a bloody war with no plan for winning and no plan for leaving. We're running the biggest deficit in the history of the country. We're losing the manufacturing edge to Asia, while our once-great companies are getting slaughtered by health care costs. Gas prices are skyrocketing, and nobody in power has a coherent energy policy. Our schools are in trouble. Our borders are like sieves. The middle class is being squeezed every which way. These are times that cry out for leadership.

But when you look around, you've got to ask: "Where have all the leaders gone?" Where are the curious, creative communicators? Where are the people of character, courage, conviction, competence, and common sense? I may be a sucker for alliteration, but I think you get the point.

Name me a leader who has a better idea for homeland security than making us take off our shoes in airports and throw away our shampoo? We've spent billions of dollars building a huge new bureaucracy, and all we know how to do is react to things that have already happened.

Name me one leader who emerged from the crisis of Hurricane Katrina. Congress has yet to spend a single day evaluating the response to the hurricane, or demanding accountability for the decisions that were made in the crucial hours after the storm. Everyone's hunkering down, fingers crossed, hoping it doesn't happen again. Now, that's just crazy. Storms happen. Deal with it. Make a plan. Figure out what you're going to do the next time.

Name me an industry leader who is thinking creatively about how we can restore our competitive edge in manufacturing. Who would have believed that there could ever be a time when "the Big Three" referred to Japanese car companies? How did this happen -- and more important, what are we going to do about it?

Name me a government leader who can articulate a plan for paying down the debt, or solving the energy crisis, or managing the health care problem. The silence is deafening. But these are the crises that are eating away at our country and milking the middle class dry.

I have news for the gang in Congress. We didn't elect you to sit on your asses and do nothing and remain silent while our democracy is being hijacked and our greatness is being replaced with mediocrity. What is everybody so afraid of? That some bobblehead on Fox News will call them a name? Give me a break. Why don't you guys show some spine for a change?

HAD ENOUGH?

Hey, I'm not trying to be the voice of gloom and doom here. I'm trying to light a fire. I'm speaking out because I have hope. I believe in America. In my lifetime I've had the privilege of living through some of America's greatest moments. I've also experienced some of our worst crises --

the Great Depression, World War II, the Korean War, the Kennedy assassination, the Vietnam War, the 1970s oil crisis, and the struggles of recent years culminating with 9/11. If I've learned one thing, it's this: You don't get anywhere by standing on the sidelines waiting for somebody else to take action. Whether it's building a better car or building a better future for our children, we all have a role to play. That's the challenge I'm raising in this book. It's a call to action for people who, like me, believe in America. It's not too late, but it's getting pretty close. So let's shake off the horseshit and go to work.

Let's tell 'em all we've had enough.

Top Tips for Recruiting Hospitality Graduates and Undergraduates

By Jeff N Ross

LUZERN, SWITZERLAND, March 2007 -- The global hotel industry is booming. Guests' service expectations are rising. Hotels fighting to differentiate their brand and claim market share need great staff. Finding hard working, motivated, intelligent, experienced, multi-cultural and multi-lingual personnel is a headache. Yet the benefits of hiring them are huge. They make the hotel manager's job easier and the guest experience more satisfying.

But how can hoteliers find, hire, train and retain such staff? The process can be relatively easy if hoteliers abide by the following nine golden rules.

1. Clearly establish the graduate's expectation of their placement during the recruitment process. Be sure that you can deliver on this – *and* that it meets the needs of your business. For example, is the graduate expecting to carry out a normal operational role such as F&B attendant, or is he/she expecting to have some supervisory responsibilities? Be clear about this right from the start.

2. You will need to have a well defined job description and personal specifications. These should be sent to the applicant during the recruitment process, and should be well thought through and specific to the role. Try to avoid the use of generic, out of date information.

3. Be honest about why you are recruiting a graduate or undergraduate. Are you looking simply to fill an operational gap, or are you trying to develop an individual into a future manager for your hotel or hotel group? "Employing graduate students means investing in the company's and the graduate's future. It is not a cheap solution for filling gaps in your employment structure," says Bert van Walbeek, a veteran hotelier and lecturer in graduate hospitality and tourism programmes.

4. Ensure you have a clear and transparent salary and benefits offer. The graduate should sign the contract with

a full understanding of what he or she shall receive in the pocket – salary, service charge, other benefits, minus taxes. This will mean that there are no surprises for the employee on his/her first pay day.

5. Ensure the salary is competitive in the market place, and fair for the output you are expecting from him. You'll give the industry a bad name if you are treating graduate recruitment as cheap labour. Don't. Cheap is short-term thinking, value for money is long-term thinking. Long-term is the key to success.

6. Make sure the graduate receives a quality induction on his/her first day. For example, ensure that the graduate receives in advance a structure of what the induction day will comprise, and is clear on the timings, dress code and preparation required on their part. If the graduate on their first day is working immediately in their contracted department (not advisable), then ensure that this first day is similarly structured, and the person with them is fully qualified and prepared to conduct the department induction. Do not abandon any employee on their first day, leaving them with insufficient training or guidance.

7. Recruit from specific schools that are most likely to provide your business with the right kind of candidate (i.e. preferred languages, nationalities, operational experience, etc). Set well defined objectives for the graduate, to maximise output and to keep them motivated. Graduates are used to very clearly defined academic objectives, and therefore it is important that this is carried into their early careers. With a bit of thought and effort, you can capitalize on their drive and energy to achieve.

8. Ensure that the first day and preferably the first week is seamless for the graduate. One of the biggest sources of turnover in graduate placements is from a badly managed first week says Heather Robinson, Deputy Principal at IMI Interna-



9. Don't overlook the talent that's out there. Some hospitality employers deliberately snub certain nationalities and genders in the application process. The loss is theirs. There is a huge diversity of talent on the market. Employers need to be more open-minded to ensure they attract the right quality of applicants.

Graduates and undergraduates typically have a high achievement drive, but they do require more maintenance during recruitment and in the early days of employment. If you don't make the effort, you'll get what's coming - high employee turnover and wasted time and money. If the recruitment process is managed well, your hotel will bristle with motivated, high productivity young staff who will make your job easier and the guest experience more memorable.

ABOUT HOSPITALITY GRADUATE RECRUITMENT

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Swiss-based recruitment company Hospitality Graduate Recruitment (h-g-r) specializes in placing hospitality graduates into entry level, supervisory and junior management hotel positions. Working with over 100 hotel schools and universities globally, it helps hospitality employers to find and recruit graduates and undergraduates via its leading database-driven website www.h-g-r.com. With no recruitment fees, just the initial modest membership fee, it could well be the ideal solution for your hospitality business to streamline its graduate and undergraduate recruitment strategy. A demonstration can be viewed at http://www.h-g-r.com/presentation/h-g-r_presentation_skin.swf.

By Mr Jeff N Ross, Managing Director, Hospitality Graduate Recruitment (h-g-r)



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