

Source & Use Information on the Hospitality Industry

Information on the Industry

Basic research skills for obtaining and using information

It's important that every person working in an industry remains informed in order to increase skills and improve knowledge. Asking the question is vital for research and the gaining of information. When an individual reads different sources of information in order to choose the most relevant, and then re-reads it to obtain its true meaning and key points, they are using research skills. Effective questioning is also an essential skill as questioning can be used to, such as obtain information, start a conversation and show interest in a person.

Sources for gathering information on the industry

Sources of industry information include:-

- * Colleagues and manager/supervisor/team leader.
- * Internet.
- * Journals.
- * Libraries.
- * Training courses.
- * Networks.
- * Unions.
- * Workplace manuals.
- * Experienced industry personnel.
- * Industry bodies and professional associations.

Opportunities to source and use a range of information on the industry

There are numerous opportunities for sourcing information on the hospitality industry. Online information systems and other information and communications technologies are valuable resources to utilise. Reading the review of your own establishment on social media is very important and making the appropriate responses is vital in the case of poor reviews. When there is group knowledge of the information and ideas there is increased likelihood that the majority of the staff will see the value of staying up-to-date and seeking information for themselves.

Nature of the Industry

General features of the hospitality industry

The hospitality industry is a broad category of fields within the service industry, which includes lodging, event planning, theme parks, transportation and cruise lines as well as additional fields within the tourism industry. Tourism is a vital industry for Australia.

Allied and related industries and their relationship to the hospitality industry

- * **Food Manufacture/Production:** This involves the processing of food from a raw state into other forms such as soups, stocks, sauces, pastries and breads. Food manufacturers vary greatly in size from small boutique producers to large commercial producers.
- * **Meetings, Incentives, Conferences and Events (MICE):** This industry is quite diverse and may be involved in a range of activities which include marketing and developing and managing MICE activities. This includes providing venues for meetings, conferences and exhibitions. Examples include Darling Harbour Convention Centre and conference facilities provided by hotels.
- * **Retail:** Is also a serviced based industry which sells products to customers. Retail outlets also sell souvenirs which are products that reminds tourists of their visit or holiday. Examples include boutique stores, shopping centres and tourist outlets.
- * **Entertainment and Recreation:** This industry provides leisure activities for tourists. Entertainment includes concerts, cultural festivals, sporting events, museums, theatres, bands, belly dancers and karaoke. Recreation involves rowing, football, bowling, amusement parks, historic sites, beaches and natural and cultural heritage areas. Examples include Luna Park, Golf Clubs, Taronga Zoo and art galleries.
- * **Tourism and Travel:** The main role of this industry is to provide transportation for tourists and to organise travel packages for them. Transportation includes planes, buses, trains, light rails, cruise ships, ferries and taxis that deposit tourists at their desired destination. Examples include Qantas, CityRail, Flight Centre and Coach Tours.
- * **Wine Production:** Is a significant industry with wine regions located across Australia. They supply hospitality organisations with wine for the service of beverages. Examples include Barossa Valley, Hunter Valley and Mudgee wine regions.

Sectors within the hospitality industry

Sector	Primary role/ function(s)	Service(s) provided	Examples
Accommodation	Shelter: a place to stay, that is, a room with a bed.	Bathroom facilities, wi-fi, swimming pools, laundry facilities, spas, leisure activities, restaurants, fitness centres and conference facilities.	Youth Hostels, Sutherland Motel, The Annandale Lodge and Milton Bed & Breakfast.
Casinos	Gambling: a place to enjoy gambling and associate with others.	Keno, TAB, poker machines, gaming tables, food and beverage, entertainment and accommodation.	Star City and The Crown.
Clubs	Entertainment: increased experiences for enjoyment.	Food and beverage, live shows, musical acts, dancing, gaming and sporting events.	Burwood RSL Club, UTS Haberfield Rowing Club and Marquee Sydney.
Holiday Parks and Resorts	Sites for caravanning, camping, providing food, shelter and entertainment: enable relaxation and enjoyment.	Caravan sites, cabins, wi-fi, shower and laundry facilities, swimming pools, sporting facilities, shops, restaurants, conference facilities and child minding/entertainment.	Cypress Lakes Resort and Peppers Retreat.
Hotels	Public house/ accommodation: shelter and alcoholic drinks.	Alcohol, counter meals, restaurants and accommodation.	Lewisham Hotel, Novotel Sydney and Sheraton on the Park.
Restaurants, Cafes and Catering	Preparing, serving and cleaning up food and beverages: serve food and beverages as requested by customers.	Fast food, pre-portioned food, room service, function catering, cafeterias and silver service.	McDonald's, Piquant Catering, Bar Italia and Pancakes on the Rocks.

Departments/sections/work areas in a hospitality establishment

Department	Primary role/function(s)	Product(s) and/or service(s) provided	Occupational areas
Accounts & Finance	Money and budget: ensure the establishment maintains profitability.	Record keeping, invoices, payments, receipts, payroll and financial reports.	Bookkeeper, finance director, accountant, financial manger and payroll officer.
Food & Beverage	Service food and beverage: ensure customers' food and beverage requests are met efficiently and politely.	Food and beverage, knowledge of product(s) and establishment, recommendations, efficient, room service and mini bars.	Bus boy, bar attendant, waiter/waitress, head waiter, maitre de, barista, sommelier and fast-food sales assistant.
Food Production/ Kitchen	Kitchen operations: food and service to customers.	Menu planning: Order, obtain, store, prepare, portion and plate food; clean up from preparation and service of food.	Kitchen hand, steward, commis chef, chef de partie, sous chef, chef de cuisine, expediter and caterer.
Front Office	Guest contact: initial contact with guest must be prompt, efficient and appropriate.	Meet, greet, check-in/out, deal with requests, take reservations, assist with luggage and finalise accounts.	Front desk, switchboard, parking, concierge, porter, reservations and business centre manager.
Housekeeping	Cleanliness and aesthetic appeal: ensure the cleanliness of the venue to meet health and hygiene legislation and guest satisfaction.	Cleanliness of all areas; uniforms and linen washed, dried and ironed; replenishing minibars.	Cleaner, laundry/linen attendant, housekeeper, room attendant, floor supervisor and bell/door attendant.
Human Resources	Personnel: staffing, recruiting, hiring, training, counselling, separation and incentives.	Staff, recruiting, hiring, training, counselling, separation, incentives and keeping records.	HR assistant, recruiter, HR management and HR director.
Gaming	Enjoyment: operation of gaming machines and gambling activities.	Machine operations, KENO, raffles, cash from machine areas, provide change and address issues of VIPs.	Runner, slot machine attendant, croupier, dealer, pit boss and shift manager.
Maintenance	Upkeep of facilities: maintain work health and safety legislation requirements and guest satisfaction.	Planned preventative maintenance (PPM) and property operations.	Carpenter, janitor, custodian, general assistant, facilities supervisor, operations manager, electrician and groundskeeper.
Sales & Marketing	Promotion: ensure that the business is competitive.	Pricing, promotion, distribution of information and develop relationships with inter-related businesses.	Public affairs, promotions, sales and marketing.

Security	Secure the premises and property: maintain work health and safety legislation requirements and guest satisfaction.	Loss and crime prevention; patrols; deal with complaints and calls; purchase, maintain and monitor surveillance equipment; escort unruly patrons and lotteries off premises.	Security guard, security officer and manager.
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Interrelationships between departments/sections/work areas

It's impossible for any department to function entirely on its own.

Effect on an individual's work

If you consider what goes into ensuring that a guest has a meal and a night's stay in a large hotel, it will give a good idea of the interrelationships between departments and sections and the effect these have on the individual employee.

- * Housekeeping must prepare the room in order for front office to know that it's available for guest occupancy.
- * Front office must open a guest account with the accounts and finance department and identify occupancy of the room for the housekeeping and maintenance departments.
- * Food production may receive a phone call for room service, which they prepare, and food and beverage then deliver to the room.
- * Food and beverage ensure the meal bill is forwarded to accounts and finance for inclusion on the guest's bill.

Primary role(s) and duties performed by a range of personnel across hospitality departments/sections/work areas

There is much overlap among the roles and duties of personnel working in various hospitality establishments. Each type of establishment will have its own specific roles for their personnel. Each specific job position has various roles and duties mentioned in the table on the next page (Page 6), which outlines the roles of 4 different personnel in a hospitality establishment.

Position	Primary role	Primary duties
Wait staff	Preparation for and undertaking of the service of food and beverage.	Preparing the tables, cover and set tables, check ambience, fold serviettes, restock condiments, liaise with food production, restock waiters' station, meet and seat guests, advise on recommendations and specials, take orders and pass to food production, serve food and beverage, clear table and present and process account.
Executive chef	Oversee staff, place orders for food and direct food production.	Oversee the preparation and service of food items, plan the menu and specials, develop new recipes and administrative responsibilities.
Account clerk	Monitor income and expenditure.	Monitor accounts, pay bills, prepare wages and salaries, submit superannuation contributions and prepare financial reports.
Porter	Assist with luggage.	Check the room facilities on guest arrival, report issues, run errands and store luggage.

Customer service

Customers want to know their business is valued and appreciated and failure to do so is often the major factor determining why one business is successful when another is struggling to make ends meet.

Characteristics of good customer service (The 'PACKET')

Good customer service includes being:-

- * Positive and professional
- * Attentive and active
- * Courteous and caring
- * Knowledgeable
- * Enthusiastic
- * Timely.

Having a whole PACKET of skills will assist staff in dealing with customers at all times and under all circumstances.

Industry approaches to service delivery

The enterprise must ensure that underpinning the skills outlined are principles for recruiting and employing suitable staff and then implementing training for these staff. All guests deserve quality service.

Current issues and trends and the delivery of products and services

Some of the major current issues and trends in the hospitality industry, their implications for the delivery of products and services and their relevance to a range of hospitality job roles are outlined in the table below.

Issue (i)/Trend (t)	Implications for delivery of service in the industry	Job roles implicated
i - Labour shortage	High staff turnover and burnout of staff.	Kitchen hand, chef, wait staff and housekeeping.
i - unsociable work hours	Higher pay rate for weekend and public holiday work.	Food and beverage staff and food production staff.
i - economic decline	Fewer tourists, business closures and issues of seasonality.	All job roles within the industry as when a business closes everyone is in the same situation.
t - ecotourism packages	New opportunities for existing delivery sites to become environmentally aware and attract new clientele, new opportunities in remote areas, training to maintain qualifications and service issues.	Impacts on all job roles within the industry: if a site becomes an ecotourism site, all personnel must have training and become familiar with new routines while new businesses mean more personnel and jobs.
t - technology usage	Web presences, wi-fi provisions, online bookings, cloud/software and mobile payments all require staff training, new staff positions and issues of confidentiality of user data.	Front office and reception.

Working in the Industry

Purpose and intent of legislative requirements

Legislation	Information
Food Act 2003 (NSW) (as amended)	Covers all aspects of food handling and production as well as the premises where food is stored, prepared and sold.
Food Regulation 2010 (NSW) (as amended)	Supports the Act by identifying minimum methods of implementation and enforcement.
Food Safety Standards (Australia wide) and the Australia New Zealand Food Standards Code	These laws ensure the food is suitable for all to eat. It includes the four standards:- <ol style="list-style-type: none"> 1. General food standards. 2. Food product standards. 3. Food safety standards. 4. Primary production standards.
Responsible Service of Alcohol and Responsible Conduct of Gaming/Gambling	Are laws identifying the obligations of licensees and staff to ensure the service of alcohol and availability of gaming machines and gambling to done responsibly. All staff must have completed the Responsible Service of Alcohol (RSA) course to understand their responsibilities.

Local council regulations	Represent the NSW Food Authority in ensuring food premises meet minimum food standards. They approve new food premises, monitor food hygiene practices and procedures, check for contamination and ensure food enterprises comply with the laws and regulations. Local council often follow-up on complaints relating to the hospitality industry.
Local community protection	Must be met by hospitality operators when delivering services. The purpose of these requirements is to maintain the lifestyle of neighbouring residents.
Fair Trading Amendment (Australian Consumer Law) Act 2010	It includes general standards for enterprises providing goods and services to consumers. The NSW Fair Trading body provide information for consumers, tenants and home owners, businesses, property agents and managers, tradespeople, cooperatives and associations.
Fair Work System (created by Fair Work Act 2009)	It covers employers and employees within the national workplace relations system. The key features of the Fair Work System are:- <ul style="list-style-type: none"> * 10 minimum National Employment Standards. * National awards for specific industries and occupations. * A national minimum wage. * Protection from unfair dismissal.
Privacy Act 1988 (Cth) (as amended)	Ensures that every person has the right to control the release of personal information to others. This includes information which identifies you or could potentially identify you or your opinion.

Occupational licensing

Occupational licensing is a form of government regulation requiring a license to engage in a particular profession for compensation. Licensing creates a regulatory barrier to entry into licensed occupations by those who are deemed unsuitable. Occupational licensing is an effective and easily recognised aspect of Australia's strong commitment to limit harm from business operations. One type of occupational license is required in order to obtain a liquor license.

Quality assurance and work standards

Quality assurance is the practice of managing the standard of services and products of an organisation. To achieve quality assurance, every employee must maintain quality throughout the entire operation: it will not occur by accident. Work standards ensure that employees are aware of the quality, and quantity, of a product which is to be offered. The practices and standards do, however, it needs to be regularly monitored for continuous improvement.

Industry accreditation schemes

Potential customers often look for independent advice or recommendations before choosing a hotel or restaurant. Potential staff also often look for an independent opinion before applying for a position or accepting a job offer. This is where accreditation themes may be useful. There are many different accreditation schemes for the various sectors of the hospitality industry some of which are outlined below.

- * **The Stars Rating Australia system** is owned and government by auto clubs of the 7 Australian states. It covers all levels of accomodation and to receive a star rating the establishment must meet all the requirements of that star level as well as the requirements for the lower levels.
- * **Eco Friendly Star accreditation** is for those establishments which are endeavouring to reduce their impact on he environment in energy efficiency, water minimisation, and waste minimisation and management.
- * **Scores on doors** is the NSW hygiene and food safety scoring program. It displays the results of regular food premises inspections and makes the public aware of how well the enterprise is complying with food safety and hygiene regulations.

Codes of conduct

Codes of conduct set out the expectations of an establishment’s management for every staff member. They provide a written set of rules as a clear guide of the responsibilities and practices for the individual and the business. They inform the employees of the company’s expectation and protect the business and its stakeholders.

Legal and ethical issues and obligations

Legal Issues	Ethical Issues
<ul style="list-style-type: none"> * Anti-Discrimination * Privacy * Hygiene * Liquor * Gaming * Environment * Health and Safety * Worker’s Compensation * Consumer Protection/Trade Practices * Workplace Relations * Equal Employment Opportunity 	<ul style="list-style-type: none"> * Confidentially * Tipping * Commissions * Pricing * Overbooking * Familiarisations

Legal obligations of the hospitality worker include honesty, trustworthiness, respect, fairness, loyalty and integrity.

Compliance when working in the hospitality industry

It's vital that all staff meet their legal and ethical obligations when working in any industry, but definitely in the hospitality industry. Regular and proactive consultation can help to identify workplace issues. Failure to observe of legislation, quality assurance processes and workplace policies, guidelines and procedures is known as non-compliance. The ramifications of non-compliance are many and varied. For example, poor publicity could result from an environmental health officer receiver a complaint of food poisoning experienced by a customer, who has now decided to no longer frequent the establishment.

Employment

Career pathways

Career pathway is the road an individual takes in their working life. They progress up an organisational chart or move around to different positions and become multi-skilled. Some sectors provide the more traditional career paths, examples could include kitchen or food production areas. Many people working in the industry move sideways to a similar level position in a different part of the industry, examples could include a waiter in a club may move to waiting in a restaurant. Career paths in the hospitality industry are very flexible and with enthusiasm, experience and hard work your career is limited only by your knowledge of what is available.

Types of employment in the hospitality industry

- * Full time: Is a permanent employee who works an average of 38 hours per week and has numerous entitlements such as holiday leave and sick leave.
- * Part time: Is a permanent employee who works less than full-time hours (less than 38 hours per week) and has predictable hours of work.
- * Casual: Doesn't have the same protection of a full-time position as the work is temporary and hours are irregular as employment is on a day-to-day basis with no guarantee of work continuing.
- * Contract: Sometimes organisations outsource certain positions referred to as contract employment for a specific period of time and this may involve positions that doesn't relate to the business' prime function or the contracting of a company to fulfil positions when the organisation is operating at full capacity during peak seasonal periods.

Differences between awards, agreements and contracts

- * Awards: Set out minimum rates and working conditions for particular industries.
- * Agreements: The act of agreeing or of coming to a mutual arrangement.
- * Contracts: Are possible if an employer wants to contract an individual employee.

Investigate the employment terms and conditions for a specific job role

Job role: Kitchen hand.

Kitchen and assist cooks and chefs in preparing and storing food, washing dishes and kitchen utensils, and cleaning work areas. Kitchen hands may be employed on a full-time, part-time, casual or seasonal basis and usually work in shifts. They must be prepared to work irregular hours and be on their feet for long periods. Protective clothing such as overalls, hairnets or gloves may be provided.

Kitchen hands may perform a range of tasks, including:-

- * Washing and cleaning utensils and sites and making sure they are stored appropriately.
- * Handling, sorting, storing and distributing food items.
- * Washing, peeling, chopping, cutting and cooking foodstuffs and helping to prepare salads and desserts.
- * Sorting and disposing of rubbish and recycling.
- * Organising the laundering of kitchen linen.
- * Cleaning food preparation equipment, floors and other kitchen tools or areas.

The pay rate for a kitchen hand at a time of publication was Kitchen attendant Grade 1, Minimum wage per hour \$17.35, Saturday - \$26.03, and Sunday - \$31.13.

Employer and employee rights and responsibilities in relation to employment and work

Employer	Employees
<p>Rights Employers have the right to:-</p> <ul style="list-style-type: none"> * Undertake grievance or counselling procedures, or reprimand employees who don't follow lawful and reasonable instructions, safety, policies and procedures, code of conduct; and laws related to their work such as the Responsible Service of Alcohol. * Employees who harass or bully other workers will also be. 	<p>Rights Employees have the right to:-</p> <ul style="list-style-type: none"> * To receive wages and superannuation for their work. * To work in an environment that is safe. * Receive training in relation to health and safety. * To participate in issues relating to health and safety. * Join a union. * To work in a workplace that is free from discrimination, harassment and bullying. * To refuse to follow instructions that are unreasonable or unlawful.
<p>Responsibilities Employers responsibilities include:-</p> <ul style="list-style-type: none"> * Pay wages according to the award, organisation agreement or minimum wage. * Meet superannuation requirements. * Provide work. * Provide for the health, safety and welfare of workers, by ensuring the environment is free from hazards or risks. * Provide a rehabilitation/return to work program if a worker is injured. * Consult with employees on issues related to health and safety. * Provide a workplace that is free from harassment, bullying and discrimination. * Provide adequate supervision. * Ensure compliance with other legislation such as equal employment opportunity, unfair dismissal and workers compensation. 	<p>Responsibilities Employees responsibilities include:-</p> <ul style="list-style-type: none"> * Arrive at the correct time and work. * Take reasonable care of own health and safety and that of others. * Comply with reasonable and lawful instruction. * Consult with the employer on health and safety issues by providing feedback and reporting hazards. * Notify your employer as soon as possible of an injury and participate in a return to work program if applicable. * Respect customers by not disclosing their personal information to external organisations or people. * Act in good faith and in the interests of the employer by not disclosing trade secrets or other confidential information.

Equal employment opportunity (EEO)

This is mentioned below.

Principles

Equal Employment Opportunity (EEO) is covered by the Equal Employment Opportunity Act 1987 (Cth). The EEO legislation aims to create a workplace that is free from discrimination and harassment. It's important that employers develop effective policies and best-practice guidelines for employees to follow. The Fair Work Ombudsman provides education and assistance for employees preventing discrimination in the workplace.

Intent of EEO legislation

The intent of the legislation is to identify and eliminate discriminatory barriers that cause inequality in the employment of any person or groups of person. This could be based on age, marital status, religious beliefs, skin colour, gender, sexual preference, physical or mental disability, family responsibilities, pregnancy, political opinion, membership or non-membership of a union, national extraction or social origin.

Reciprocal rights and responsibilities of employers and employees

Employer	Employee
<ul style="list-style-type: none"> * Policies and procedures that promote EEO in the workplace. * Train all staff in EEO. * Ensure job description and specifications are detailed to match job/promotion opportunities to the candidate. * Recruit and promote based on skills, knowledge and personal attributes. * The adoption of an affirmative action program that encourages the development of female staff for organisations with more than 100 employees. 	<ul style="list-style-type: none"> * The right to be notified of vacancies that have become available. * The right to apply for positions and promotions they're suited to. * The right to participate in affirmative action programs in organisations with more than 100 employees.

Workplace policy and procedures relating to EEO

All companies have a responsibility to make sure that employees enjoy fundamental labour rights, like a safe workplace, a living wage, non-discriminatory work practices and collective bargaining. In Australia, this might include ensuring an accessible workplace or providing a workplace free from discrimination. To demonstrate compliance with the law, the establishment should have an EEO and workplace diversity policies. Australian companies also have a responsibility to ensure that they are not sourcing goods or services from international companies that might be breaching human rights. Companies must also take responsibility for the product safety of the goods that they sell.

Primary role/function of a range of key cross-industry and sector-specific industry bodies for both employers and employees

This is mentioned below.

Employer groups

Employer groups exist to help employers become aware of and manage their industrial relation issues. Examples include Restaurant & Catering NSW, Australian Hotels Association, Accommodation Association of Australia, ClubsNSW and Ecotourism Australia.

Professional associations

- * Australian Culinary Federation - this national organisation representing professional chefs, cooks and apprentices.
- * Australian Association of Food Professionals - an association of food professionals who have expertise in a wide range of food-related areas such as journalism, production, marketing, public relations, food science, nutrition, education, recipe development, food styling and catering for restaurants and small business.

Employee groups and unions

Trade unions represent employees in particular industries to collectively negotiate working conditions and/or other individual employment issues. Union Voice is the trade union for hospitality members working in casinos, clubs, pubs, hotels, motels, theme parks, catering, cafes, restaurant and other values.

Anti-Discrimination

Bullying and harassment in the workplace

Everyone has the right to work in an environment free from bullying, harassment, discrimination and violence. Harassment and bullying both involve behaviour which harms, intimidates, threatens, victimises, undermines, offends, degrades or humiliates.

Types of bullying and harassment

Harassment is always linked into anti-discrimination laws and will focus on gender, race, ethnic background, colour, religion or belief, sexual orientation or disability. Bullying is repeated inappropriate behaviour, direct or indirect and by one more persons, which undermines an individual's right to dignity and may often include some aspects of physical harm.

Direct and indirect bullying and harassment

Direct bullying or harassment will include physical actions or abusive, insulting or offensive language in addition to spreading misinformation or malicious rumours intended to humiliate, offend, intimidate or distress. Indirect bullying or harassment includes actions which although not intended to humiliate, offend, distress or intimidate, should have reasonably been expected to cause such as effect.

Principles and intent of anti-discrimination legislation

The NSW Anti-Discrimination Act 1977 relates to discrimination in employment, the public education system, delivery of goods and services, and other areas such as banking, health care, accommodation, property and nightclubs. The Act prohibits unlawful racial, sexual and other types of discrimination in certain circumstances and promotes equality of opportunity for all people. The Act covers discrimination on the grounds of:-

- * Sex.
- * Disability.
- * Race.
- * Homosexuality.
- * Marital or domestic status.
- * Age.
- * Transgender.
- * Carer's responsibility.

Reciprocal rights and responsibilities of employers and employees in relation to anti-discrimination

Employer	Employee
<ul style="list-style-type: none"> * An employer has the responsibility to not discriminate against employees based on irrelevant characteristics throughout the employment relations cycle, that is from recruitment to termination. * Must not refuse to serve a customer based on irrelevant characteristics. * An employer must ensure anti-discrimination policies, procedures and training are in place. * An employer must make reasonable adjustments to accommodate an employee with a disability. 	<ul style="list-style-type: none"> * Employees have a right to not be discriminated against based on irrelevant characteristics during recruitment, selection, training, remuneration, promotional opportunities or when terminating the employment contract. * An employee must not refuse to serve a customer or treat them without respect due to the age, gender, nationality, disability, marital status and so on.

Workplace policy and procedures relating to anti-discrimination

An important first step that needs to be taken is to develop a policy, a code of conduct, which makes it clear that a workplace doesn't tolerate discrimination. It's important all employees are familiar with this policy and should be translated into relevant community languages where required, displayed on noticeboards, included on pay slips, discussed at staff meetings, and posted on the company intranet. Any successful program needs expertly trained personnel, such as human resources, to step in when managers and supervisors don't have the level of expertise to undertake remedial action or if they themselves are involved in the unacceptable behaviour.

Strategies to eliminate bias and harassment in the workplace

Basing our assessment of someone's abilities by generalisation of a group is bias. The hidden discrimination of bias is often seen in the lower representation of women in higher paying jobs and also in the 'bamboo ceiling', which is a bias against placing Asian workers in more responsible and higher-paid positions. Strategies to prevent and control the risk of harassment include:-

- * Ongoing workplace harassment awareness training for all employees.
- * Requiring managers and supervisors to provide a workplace free from harassment.
- * Maintaining and enforcing an appropriate code of conduct.
- * Reviewing workplace harassment prevention and grievance resolution policies and associated training provided.

Consequences, including legal ramifications, of inappropriate workplace behaviour

Company managers and owners have a moral responsibility to offer their employees a workplace free of inappropriate behaviour. Disciplinary action may be taken against a person who engages in inappropriate workplace behaviour, who harasses another employee, or who victimises an employee who has made or is witness to a complaint. Managers and supervisors should be aware that disciplinary action may be taken against them if they fail to establish and maintain a workplace free from inappropriate workplace behaviour or harassment.

Recourse available to individuals in the event of inappropriate workplace behaviour

While bullying and harassment are an unfortunate reality in some workplaces, victims do have options for dealing with it and organisations do have obligations to prevent, minimise or address the behaviour. All staff, including managers, need to be familiar with the policies and procedures of the organisation. WHS legislation imposes an obligation on employers to ensure the health and safety of their workers.

Work Practices

An understand that work practices and experiences differ between workplaces

Not all workplaces will introduce the same work practices, as experiences and opportunities will vary between different establishments. However, there is the expectation that regardless of the establishment the employees will support the workplace through communication, teamwork, problem solving, self-management, planning and organising, using technology, learning and taking initiative.

It's important to access and use a range of sources containing information relating to work responsibilities for your worksite. If you're not provided with instructions for any task which you are unsure of, it's advisable to seek out assistance from your supervisor. If in doubt, seek out instruction or clarification before you commence a task. This is especially true if the job could endanger yourself or others, damage valuable equipment or use limited or costly resources.

Implementation and maintenance of work practices

How work practices are implemented and maintained, in accordance with industry standards and workplace policy and procedures, will be dependent on the establishment. There are legal requirements which are not negotiable. However, these can be still delegated to others who then have the responsibility for them.

Effects of poor work practices

Colleagues	Workplace	Industry	Customers
<ul style="list-style-type: none"> * Stress * Additional demands on colleagues to complete the work * Negativity, low staff morale. * Resentment. * Increased absenteeism. 	<ul style="list-style-type: none"> * Customer complaints. * Loss of business. * Decreased revenue. * Poor quality. * If part of an accreditation process, memberships may be revoked. 	<ul style="list-style-type: none"> * Lower productivity levels. * Higher costs. 	<ul style="list-style-type: none"> * Frustration. * Inconvenience. * Needs and expectations not met.

Strategies for understanding and clarifying work instructions

Clarification involves offering back to the speaker the essential meaning, as understood by the listener, of what they have just said. This checking of the information is one strategy to clarify work instructions. In this instance they are checking that their own, listener's understanding, is correct, and resolving any areas of confusion or misunderstanding. Clarification is important in many situations, especially when what is being communicated is difficult in some way.

Tasks typical to a hospitality service

- * Routine: There is a sequence of regularly performed actions.
- * Rostered: The work to be done in an allocated position.
- * Non-routine: The tasks are not performed and may include activity activities such as clearing out the stores cupboard or being required to prepare a special dessert for an annual general meeting.

Recording and reporting in the hospitality industry

Record keeping is an important aspect of most positions in the hospitality industry. Recording of incidents or accidents is also important. Forms and recording sheets should be available in a easily locatable spot and assistance in completion should be sought if they are not understood as, especially in the case of serious accidents, the information supplied can be required in future claims. Record keeping will take many forms.

Application of time management techniques to work tasks and activities

Effective time management leads to productive time management. Five means of achieving this are outlined below.

1. Plan the time.
2. Analysis of tasks.
3. Avoid multitasking.
4. Avoid distractions.
5. Avoid productivity killers.

Sustainability the workplace and environmentally sustainable work practices

Sustainability is about more than consumption and the environment. The triple bottom line is one method which considers the social, environmental and financial performance of an organisation. An activity can be characterised as sustainable if it helps move the workplace towards one or more of the goals outlined below.

- * Greater social responsibility.
- * Greater ethical responsibility.
- * Improving health and safety at work.
- * Improving the natural environment.

Current environmental issues affecting the hospitality industry

Environmentally sustainable work practices are of particular concern in the hospitality industry due to the nature of the work undertaken and the resources used. The hospitality sector has a significant impact on the environment through energy and water consumption, noise pollution, light pollution, use of consumable products and solid and hazardous waste generation. Being aware of the overuse of resources should be a priority in the hospitality industry.

Quality improvement in hospitality

Quality improvement is a formal approach to performance and systematic efforts to improve it. The evaluation of work performance can lead to an improvement in work practices by, for example, work health and safety training for subsequent insolvent in the WHS committee. Strategies to improve work practices and customer outcomes may include training in coffee art to both improve skills and subsequent customer satisfaction.

Technology

Current and emerging technologies

Technology	information
Cloud	A free online storing and accessing data programs over the Internet instead of using a CD-ROM or a USB to back up files. In the hospitality organisation, documents like annual reports and menus may be backed up.
Mobile payment systems	Generally refer to payment services operated under financial regulations and performed from or via a mobile device. An example could include Google Wallet on smartphones.
Mobility of devices	Portable devices have become critical tools on both sides of the check-in desk.
Social media	This allows people or companies to create, share or exchange communication, career interests, ideas and pictures/videos in virtual communities or networks. Examples include Facebook, Twitter and Instagram.
Personalised systems	Customers expect their experience in the hospitality industry to be personalised to them. An example could include a welcome message on a plasma screen.
Voice over IP	This is worth considering for the hospitality industry, as this means expensive phone lines can be removed yet the existing infrastructure can be used.

Impact of current and emerging technology on operational duties and service delivery

The hospitality industry is currently using numerous types of technology in its day-to-day operations. This has provided savings, with the improvements that technology can make to the business. Not only has the introduction of new technologies been fast, but the emphasis on ‘time-saving’ and ‘labour-saving’ technologies means that the pace of work is faster too. The rapid pace of technological change often means that workers are struggling to keep up, while their unions find themselves unable to critically assess what the impact of these changes might be.

Role of current and emerging technology in developing of new and improved work practices

Management will need to review all workplace policies and practices, and revise practices in line with the new equipment. The use of the new technology may require employees to upgrade their skills to be able to get the best outcomes from the use of new technology. This will need to be managed by the establishment. Technology can streamline practices and improve the work practices of establishments if its introduction is well managed and has the support of employees.

Selection and use of technology appropriate to day-to-day work activities and work tasks in the hospitality industry

Management has a responsibility to select appropriate technology for the establishment and to provide upgraded skills training for employees to be able to use the equipment. The work practices policy will need to be developed for employees to be able to utilise the new technology successfully in their day-to-day tasks.

Range of technological skills required for working in the hospitality industry

- * Having a range of basic IT skills.
- * Applying IT as a management tool.
- * Using IT to organise idea.
- * Being willing to learn new IT skills.
- * Having the WHS knowledge to apply technology.
- * Having the appropriate physical capacity to use the technology.