



EIGHTH EDITION

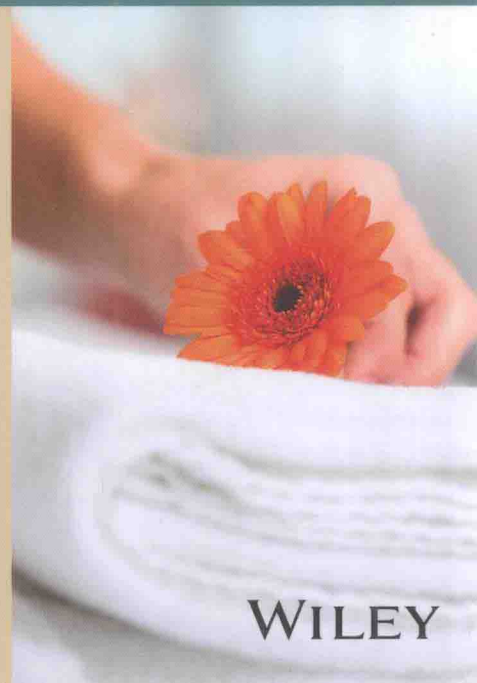


SUPERVISION *in the* HOSPITALITY INDUSTRY



JOHN R. WALKER

JACK E. MILLER



WILEY

Eighth Edition

Supervision in the Hospitality Industry

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Dedication

To the late Jack and Anita Miller,

A couple who loved and made a major contribution to hospitality education.

Jack was a scholar, a superb educator, and a gentleman.

and

To you, the professors and students who are dedicating yourselves to the future of hospitality and hospitality management.

Ask any hospitality manager what his or her greatest challenge is and the response will likely be “finding and keeping good employees.” For many recent college graduates, supervision, whether on the providing or receiving end, is an added challenge because they have little or no experience with it. Likewise, how associates are supervised and lead is critical to the success of any organization and *Supervision in the Hospitality Industry, Eighth Edition* will help you prepare for a supervisory leadership role with associates in the hospitality industry.

A primer for the leadership and management of people in the hospitality industry, *Supervision* is about supervising and leading the people who cook, serve, tend bar, check guests in and out, carry bags, clean rooms, mop floors—the people on whom success or failure of every hospitality enterprise depends. It is a book about first-line supervision, written especially for the beginning leader, for the new supervisor promoted from an hourly job, and for students planning a career in the hospitality industry. *Supervision* is unique in that it does not solely rely on the supervisor's point of view; instead, it considers the viewpoints of all levels of associates to create an informed picture of management and supervision in the hospitality industry.

Hospitality is an industry heavily dependent on its human resources but plagued with people problems—its demands, its people, its pace, its long hours, the typical attitudes and habits of managers and workers, and the special problems of time pressure, of the unpredictable, of everything happening at once. *Supervision* gives you the tools you need to recognize and solve these problems.

Supervision is unique in focusing directly on leading human resources, especially front-line associates, and applying the wisdom of leadership theory and experience to the hard realities of the hospitality industry in down-to-earth terms. It is practical, concrete, and results-oriented. Real settings and real challenges are used to present the principles of good leadership in supervision. The primary objective remains to provide the reader with a basic yet comprehensive knowledge about the different elements of the supervisor's job, and a basic awareness and appreciation of the skills, attitudes, and abilities needed to lead associates successfully. A firm grasp of these basics can provide a solid foundation for increasing skills and knowledge on the job and ultimately for achieving success through leading associates at any level.

Yet, basics are not necessarily simple. There are no sets of exhaustive rules; rather, the concepts, theories, principles, and real-world applications behind good supervisory practices are presented in order to give depth to understanding. Terms are defined clearly and explained fully; then are shown how they apply, using examples and incidents from industry. In sum, *Supervision* has been written to be read, understood, absorbed, and put to work—a how-to book that provides the understanding necessary to adapt and use in one's own circumstances in one's own way.



For the Student

If you are a student, you will find in *Supervision* what you need to approach the realities you will meet in your first supervisory position. Even more important, you can gain the knowledge and insight that will help you to grow as a supervisor, to develop the skills and personal qualities you need, and to work out your own supervision style. We suggest you begin by assuming that you are a supervisor. Use the incidents, discussions, and your own creative ideas for solving problems and getting results and you will find yourself well prepared when you find yourself in a supervisory position



For the Instructor

Instructors will find *Supervision* not only satisfying in content but also easy to use and appealing to your students. It assumes no specific knowledge other than a general familiarity with hospitality, foodservice, or lodging operations. It can be used at any course level in a hospitality or culinary arts program after the first semester or the first year. It is also suitable for seminars and continuing



education courses and makes a good supplementary text for courses with an academic and theoretical and practical approach.



For the Supervisor

If you are in management, you will find this book useful in helping to develop your supervisory associates, especially those who have been promoted from hourly positions or are first-time supervisors from outside the industry. The material is solid, the scene familiar, and the presentation clear and easy to follow. It will help your supervisors to understand and develop the skills and abilities to work effectively with hourly employees. It will help you to bring supervisors to the level of productivity and the manner of performance that you want in your organization. In developing supervisors as the key people in your operations, you will help your enterprise serve its guests well and become more profitable.



Organization of the Text

This *Eighth Edition* of *Supervision* covers four key areas of hospitality supervision:

1. **Supervision:** An overview of the role of the supervisor and the importance of supervisor communication.
2. **Equal Opportunity, Diversity, Recruitment, and Performance Standards:** An in-depth explanation of equal opportunity laws and the importance of diversity in the workplace, a detailed section on recruitment best practices, and helpful information on maximizing performance effectiveness.
3. **Creating a Positive Work Environment:** Contains valuable information on how to motivate employees, develop teams, and successfully manage conflict in the workplace.
4. **Maintaining High Performance:** Describes how to excel as a supervisor through the use of discipline, decision-making tactics, and delegation.



New to This Edition

Supervision has been revised and updated to help supervisors and leaders of hospitality human resources meet the challenges and demands of the world's largest industry grouping, to be leaders, to possess excellent supervisory skills, to be highly productive and flexible. New and revised to this edition includes:

- **Learning objectives** have been inserted directly into the chapters to facilitate and monitor the learning process.
- An improved organizational structure, with special attention paid to **chunking large sections of content** into more manageable, easier-to-remember sections.
- Updated coverage on **delegation**, which includes sections on supervisors delegating and common mistakes in delegating.
- New and updated **case studies** have been added to the end of each chapter.
- Coverage of **diversity in the workplace** has been revised and expanded in Chapter 5.
- The opportunities and challenges of **supervising a restaurant shift** have been added to Chapter 7.
- Chapter 6 has the addition of brand new **social media recruiting and hiring** suggestions, detailing the use of LinkedIn and Instagram in the workplace.
- Chapter 7 contains new techniques for **evaluating on-the-job performance** and one-on-one performance management.

- Chapter 8 has contains new information on the **leadership behaviors**.
- Updated **team-building** techniques have been added to Chapter 9.
- New sections on teaching methods for **training and developing a job-training program** have been added to Chapter 10.
- Chapter 11 has updated information for resolving **conflict in the workplace**.
- New **industry profiles** have been added throughout the chapters.

Aids to Facilitate Learning

The writing is in a clear engaging conversational style with numerous industry examples for ease of understanding topics and concepts.

Following are the pedagogical features found within each chapter:

- The **chapter openings** help to structure assignments and set learning goals by describing a supervisory situation and listing the *chapter objectives*.
- **New photographs** enliven the text, and updated diagrams, flow charts, and sample materials provide focal points for discussion.
- **Industry profiles** allow supervisors and leaders in the hospitality industry to give their perspective on supervision and leadership issues.
- **Case studies** allow students to analyze real-life scenarios from various segments of the hospitality industry
- **Key points** summarize the important concepts in the chapter.
- **Key terms** are highlighted in the text, reemphasized in the end-of-chapter list *Key Terms*, and assembled in the *Glossary* for reference and review.
- **Review questions** enable students to reinforce mastery of the materials presented in the text and likely improve their test scores.
- **Activities** allow an opportunity to practice human resources leadership.
- **Applications** can be used to test knowledge, spark interest, bring out opposing views and different approaches, and involve students in typical supervisory problems and situations.

Additional Resources

To aid students in retaining and mastering hospitality human resources, there is a **Study Guide** (ISBN 978-1-119-14847-0), which includes learning objective reviews, study notes and chapter outlines, key terms and concept reviews, and quizzing exercises.

An **Instructor's Manual** and a set of **PowerPoint slides** to accompany the textbook are available to qualified adopters upon request from the publisher, and are also available for download at www.wiley.com/college/walker.

The **Test Bank** has been specifically formatted for **Respondus**, an easy-to-use software program for creating and managing exams that can be printed to paper or published directly to Blackboard, WebCT, Desire2Learn, eCollege, ANGEL, and other eLearning systems. Instructors who adopt *Supervision* can download the Test Bank for free. Additional Wiley resources also can be uploaded into your LMS coursed at no charge.

A **Book Companion Website** (www.wiley.com/college/walker) provides readers with additional resources as well as enabling instructors to download the electronic files for the **Instructor's Manual**, **PowerPoint slides**, and **Test Bank**.

Interactive Case Studies allow readers to view the cases presented in each chapter in virtual scenarios and answer questions pertaining to the cases.



WileyPLUS Learning Space

A place where students can define their strengths and nurture their skills, WileyPLUS Learning Space transforms course content into an online learning community. WileyPLUS Learning Space invites students to experience learning activities, work through self-assessment, ask questions, and share insights. As students interact with the course content, each other, and their instructor, WileyPLUS Learning Space creates a personalized study guide for each student. Through collaboration, students make deeper connections to the subject matter and feel part of a community.

Through a flexible course design, instructors can quickly organize learning activities, manage student collaboration, and customize your course—having full control over content as well as the amount of interactivity between students.

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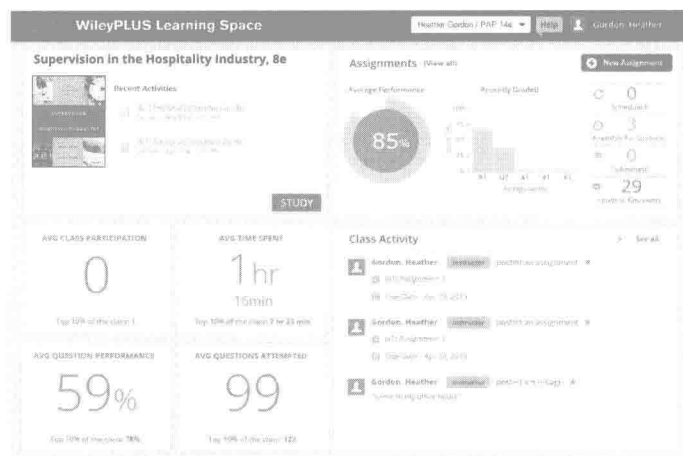
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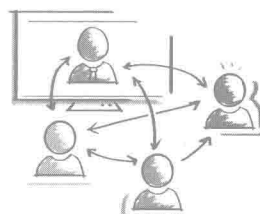
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learn, collaborate,
and grow.



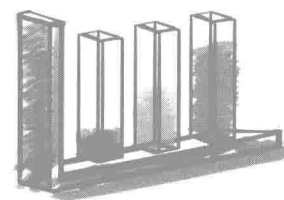
Diagnose Early

Educators assess the real-time proficiency of each student to inform teaching decisions. Students always know what they need to work on.



Facilitate Engagement

Educators can quickly organize learning activities, manage student collaboration, and customize their course. Students can collaborate and have meaningful discussions on concepts they are learning.



Measure Outcomes

With visual reports, it's easy for both educators and students to gauge problem areas and act on what's most important.

Instructor Benefits

- Assign activities and add your own materials
- Guide students through what's important in the interactive e-textbook by easily assigning specific content
- Set up and monitor collaborative learning groups
- Assess learner engagement
- Gain immediate insights to help inform teaching

Student Benefits

- Instantly know what you need to work on
- Create a personal study plan
- Assess progress along the way
- Participate in class discussions
- Remember what you have learned because you have made deeper connections to the content

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The Supervisor as Manager

You are now a boss, or soon will be. Being a new supervisor is exciting; there will be challenges, opportunities, and rewards. Your company has invested its trust in you and has expectations of your performance. But how do you feel?

Well, you wouldn't be alone if you felt some apprehension because you are responsible not only for your own work but also for the work of others. The team members that you will be supervising will probably take a wait-and-see attitude until they get to know you. A good approach for a new supervisor is to talk to the previous supervisor and your boss, since they best know the details of the job and the people you will be supervising. Of course there is a caution: What if the previous supervisor was incompetent or had biases? That's why you check carefully with your new boss to get his or her perspective.

Another wise move is to review the files of the employees you will be supervising. By looking over their files and evaluations, you should be able to gain a better understanding of your new employees. The best way to start your first day as a new supervisor is to have your boss introduce you in a formal capacity, followed by a chance for informal interaction.

Ever wonder about the impact that supervisors can have on the success of a hospitality company? Here is an example: On Restaurant Row in one city, one family restaurant has had 12 different busboys in two months. In the restaurant next door, the food is superb one week and terrible the next.

Across town, students at the local community college would rather eat at the local fast-food restaurants than in the school's cafeteria, where the pizza and burgers leave much to be desired. On the outskirts of the city, students at the state university rave about the quality of the food and the tremendous choices they have. Many of the students look for jobs working for the university foodservice.

In many of the city's hotels, the employee turnover rate is high. Every seven days, they turn over thousands of employees in the industry. They don't have a "labor" crisis. They have a turnover crisis.¹ Service is poor and guests complain—but then, that's just part of the game, isn't it? Yet several hotels in town have few staffing problems and happy guests.

Throughout the city, a common cry in the hospitality industry is that you just can't get good people these days. People don't work hard the way they used to, they don't do what you expect them to, they come late and leave early or don't show up at all, they are sullen and rude—the complaints go on and on.

Is this true? If it is true, what about those establishments where things run smoothly? Can it be that the way in which the workers are managed has something to do with the presence or absence of problems? You bet it does! And that is what this book is all about. In this chapter, we explore the management aspect of the supervisor's job. After completion of this chapter you should be able to:

- Explain the supervisor's role in decision making, problem solving, and delegation of duties.
- Identify the obligations and responsibilities of a supervisor or executive chef.
- Describe the functions of management.
- Compare and contrast the major theories of people management as they relate to hospitality employees.
- List examples of technical, human, and conceptual skills used by hospitality supervisors.
- List three to five best practices for new supervisors.



The Supervisor's Role

LEARNING OBJECTIVE: Explain the supervisor's role in decision-making, problem solving, and delegation of duties.

hourly workers

Employees paid on an hourly basis who are covered by federal and state wage and hour laws and are therefore guaranteed a minimum wage.

supervisor

A person who leads and manages employees who are performing services or making products.

first-line supervisor

A supervisor who leads and manages hourly paid employees.

organizational chart

A diagram of a company's organization showing levels of management and lines by which authority and responsibility are transmitted.

line functions

The employees directly involved in producing goods and services.

authority

Possessing the rights and powers to make the decisions and take the requisite actions to get the job done.

responsibility

The duties and activities assigned to a given job or person, along with an obligation to carry them out.

working supervisors

Supervisors who take part in the work itself in addition to supervising.

In the hospitality industry, almost everything depends on the physical labor of many hourly (or nonmanagerial) workers: people who cook, serve tables, mix drinks, wash dishes, check guests in and out, clean rooms, carry bags, mop floors. Few industries are as dependent for success on the performance of hourly workers as the hospitality industry. These employees make the products and they please the guests—or drive them away!

How well these employees produce and serve depends largely on how well they are supervised. If they are not supervised well, the product or the service suffers and the operation is in trouble. It is the people who supervise these employees who hold the keys to the success of the operation.

A supervisor is any person who manages employees who make products and/or perform services. A supervisor is responsible for the output of the people supervised—for the quality and quantity of the products and services. A supervisor is also responsible for meeting the needs of employees and the production of goods and services only by motivating and stimulating employees to do their jobs properly. Today's employees are different than they were 10 to 20 years ago; they no longer give their allegiance to the supervisor automatically in exchange for a paycheck. Instead, they give their supervisor the right to lead them.

Usually, a supervisor is the manager of a unit or department of an enterprise and is responsible for the work of that unit or department. In large enterprises, there are many levels of supervision, with the people at the top responsible for the work of the managers who report to them, who, in turn, are responsible for the performance of those they supervise, and so on, down to the frontline supervisor who manages the hourly workers. The first-line supervisor and unit manager are the primary focus of this book. Figure 1.1 shows the levels of employees in a large company.

Organizational charts for a large hotel and a large restaurant are shown in Figures 1.2 and 1.3. An organizational chart shows the relationship among and within departments. Line functions (associates directly involved in producing goods and services) and staff functions (the advisers) are spelled out. The human resource and training departments are examples of staff who advise line departments, such as the food and beverage department, on matters including hiring, disciplining, and training employees.

Using the organization chart, you can also see the various levels of management, with authority and responsibility handed down from the top, level by level. Authority can be defined as the right and power to make the necessary decisions and take the necessary actions to get the job done. Responsibility refers to the obligation that a person has to carry out certain duties and activities. First-line supervisors represent the lowest level of authority and responsibility, and hourly workers report to them.

Many supervisors—station cooks, for example—also do some of the work of their departments alongside the workers they supervise. Thus, they are typically in close daily contact with the people they supervise and might even at times be working at the same tasks. They are seldom isolated in a remote office but are right in the middle of the action. They are known as working supervisors (but as we see later in the text, these supervisors may not qualify as exempt employees).

Each supervisor's job is described in terms of a job title and the scope of the work required, rather than in terms of the people to be supervised. An executive chef, for example, is responsible for all kitchen food production. An assistant executive housekeeper in a hotel is responsible for getting the guests' rooms cleaned and made up. A food and nutrition supervisor in a hospital might be responsible for overseeing the service of patient meals. A restaurant manager or a unit manager in a food chain is responsible for the entire operation. Thus, the focus is placed on the work rather than on the employees. But because the work is done by people, *supervision is the major part of the job.*

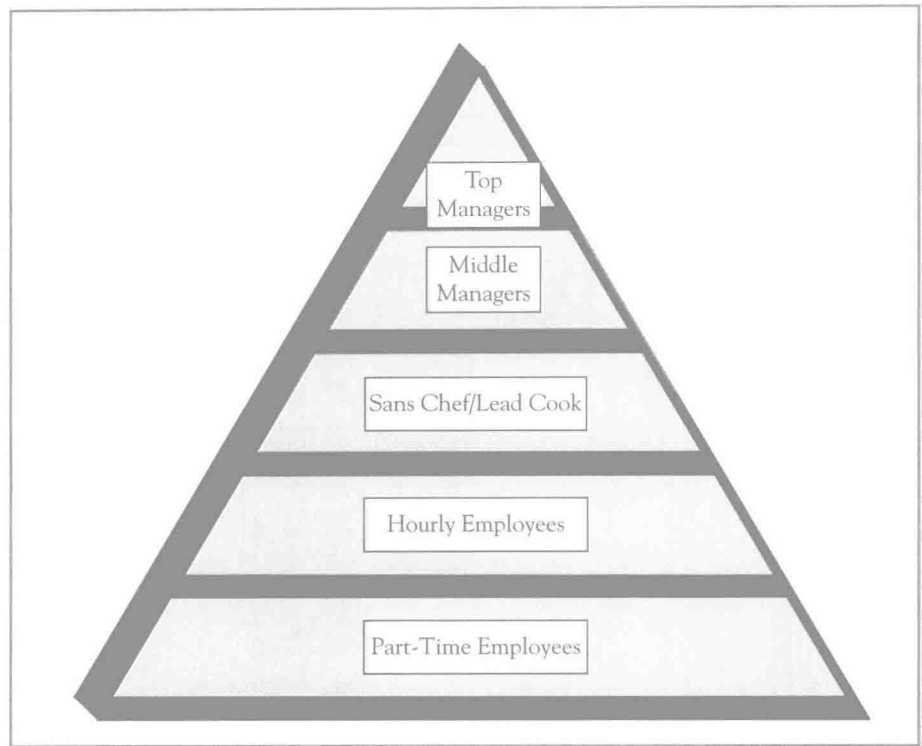


FIGURE 1.1: The levels of employees in a large company.

exempt employees

Employees, typically managerial, who are not covered by the wage and hour laws and therefore do not earn overtime pay.

nonexempt employees

Employees who are paid by the hour and are not exempt from federal and state wage and hour laws. Also called *hourly employees*.

As a supervisor, you depend for your own success on the work of others, and you will be measured by their output and their performance. *You will be successful in your own job only to the degree that your team members allow you to be*, and this will depend on how you manage them. This will become clearer as you explore this book.

Other organizational terms with which you need to become familiar include **exempt employees** and **nonexempt employees**. Hourly employees are considered nonexempt employees because they are not exempt from federal and state wage and hour laws. In other words, they are covered by these laws and are therefore guaranteed a minimum wage and overtime pay after working 40 hours in a workweek. Supervisors are considered exempt employees; they are not covered by the wage and hour laws and therefore do not earn overtime pay when certain conditions are met: when they spend 50 percent or more of their time managing, when they supervise two or more employees, and under federal law when they are paid \$455 or more per 40-hour week (or more if the state imposes a higher standard). More information on exempt and nonexempt employees can be found on the Department of Labor's website at www.dol.gov/elaws/esa/flsa/screen75.asp.

Obligations and Responsibilities of a Supervisor/Executive Chef

LEARNING OBJECTIVE: Identify the obligations and responsibilities of a supervisor or executive chef.

When you begin to supervise the work of other people, you cross a line that separates you from the hourly workers—you step over to the management side. In any work situation, there are two points of view: the hourly workers' point of view and management's point of view.

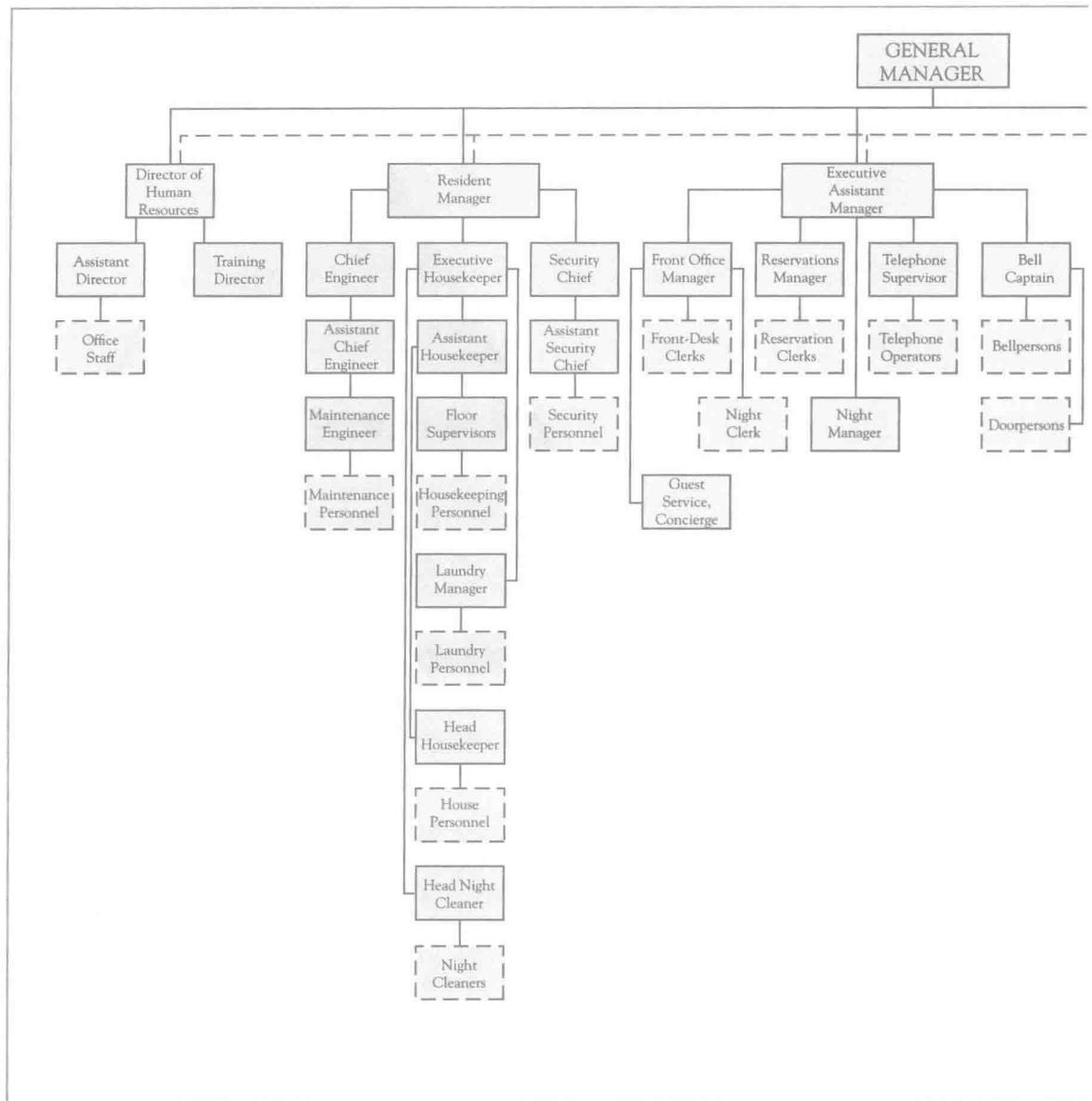


FIGURE 1.2: Organization chart for a large hotel. Boxes with dashed lines indicate hourly workers. Dashed reporting lines indicate staff (advisory) positions.

The line between them is clear-cut; there are no fuzzy edges, no shades of gray. When you become a supervisor, your responsibilities are management responsibilities, and you cannot carry them out successfully unless you maintain a manager's point of view. Now, you will be a part of setting the standards rather than seeking to attain performance goals set by others. You will be held accountable for achieving department goals and keeping your team motivated and productive.

In order to maintain a reputation of excellence, you should realize the importance of being responsible for 10 things:

1. Achieve or exceed the expected results, on time and on budget: planning = determining priorities; organizing = scheduling; motivating = creating a positive work environment; controlling = monitoring and taking corrective action if deviations are outside acceptable limits.



FIGURE 1.2: (continued)

2. Communicate effectively.
3. Build a winning team.
4. "Walk your talk" as a leader, setting a good example. Plus, you should be able to do the work of those you supervise.
5. Create a positive work environment.
6. Motivate your team.
7. Work efficiently and effectively with your manager and peers.
8. Coach and mentor your team.
9. Get the resources necessary for your team to do the job.
10. Treat all team members fairly and equally.

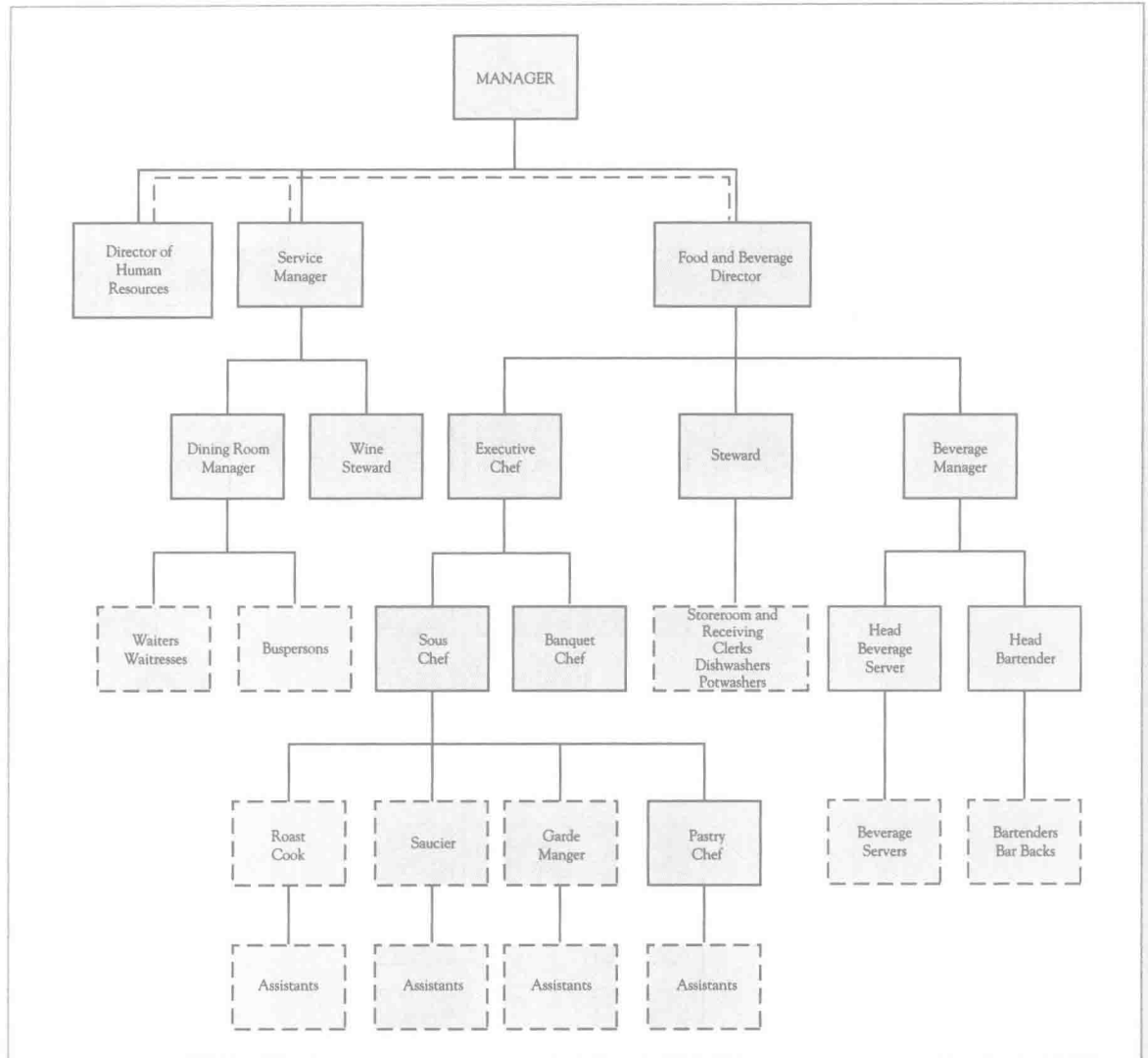


FIGURE 1.3: Organization chart for a large restaurant. Boxes with dashed lines indicate hourly workers. Dashed reporting lines indicate staff (advisory) positions.

Now is a good time to reflect on your past supervisors and see how you would describe them. What made them good or bad supervisors? You could take this supervisor assessment to check on your supervisory skills. Figure 1.4 illustrates a supervisor's assessment.

No one is more responsible for a business's success than the manager. It takes a lot of savvy to manage a bar or restaurant well, and not just anyone can pull it off. There are some qualities that make up the all-pro manager. For example, all-pro managers not only have a working knowledge of the business they operate but also possess a sound grasp of business in general. A good manager knows his or her market, knows the competition and what it is doing, and responds accordingly. Other all-pro manager traits include a desire to lead, maturity/stability, good money sense, possession of street smarts, and legal knowledge.