



Index

- Abilities, job, 188
 Absences, 383
 Absenteeism, 251
 Acceptance:
 establishing climate of, 435–436
 need for, 119
 Accidents:
 reporting if, 126, 127, 129, 356, 357, 360
 and training, 252
 Accord, Patrick, 195
 Accountability, 450–452
 Acknowledgment, 428
 Acquired immunodeficiency syndrome (AIDS), 362–363
 Action verbs, 166
 Active listening, 427–429
 ADA, *see* Americans with Disabilities Act
 Adams, Ryan, 158, 159
 ADEA, *see* Age Discrimination in Employment Act
 Administration, 112
 Adult learning theory, 257–259
 Advance planning, 457–458
 Advertising:
 continuous, 198, 200
 recruiting with, 192–194, 198–200
 Age, 76, 77, 91
 Age Discrimination in Employment Act (ADEA), 72, 73
 Agencies, employment, 200
 Agendas, 440
 AIDS, *see* Acquired immunodeficiency syndrome
 Aliens, illegal, 73–74
 Americans with Disabilities Act (ADA), 73, 74, 363
 Anaphylactic shock, 131, 362
 Analyzing problem, 480
 Anand, Rohini, 88
 Anger, 329
 Applebee's, 71
 Application forms, job, 203–206
 Appraisal interviews, 303–308
 conducting, 304–305
 mistakes in, 305–308
 planning, 304
 Appropriate disciplinary actions, 331–332
 Aptitude tests, 212
 ARAMARK, 82
 Assessment:
 EAP, 353
 supervisor's, 11
 Assumptions, making, 418
 Attention, 427
 Attitude, 28
 of openness, 430
 positive, 458, 459
 Authoritarian approach, 306
 Authority, 5, 6, 45, 330, 449–450
 Autocratic leadership style, 46–48
 Award systems, 171
 Bayer, Deborah, 455
 Behavior, 99–100
 Behavioral indicators of impairment, 352
 Behavior modification, 111
 Belong, need to, 119
 BFOQ (bona fide occupational qualification), 72
 Big brother (training method), 250
 Big sister (training method), 250
 Blanchard, Kenneth, 50, 154
 Body language, 419–421
 Bommarito, Vincent, 135
 Bona fide occupational qualification (BFOQ), 72
 Boomerang management, 12
 Brainstorming, 480–482
 Buddy system, 250
 Budgets, 385–386
 Built-in reward system, 160–161
 Bureaucratic leadership style, 46, 47
 Bureau of Labor Statistics, 124
 Burns, James McGregor, 51
 Burns, 131, 361
 Burnout, 287
 Business writing, 439–440

 Calendars, 399–401
 Cancino, Tobie, 234, 235
 Can-do factors, 208
 Cardiopulmonary resuscitation (CPR), 131, 362
 Career ladders, 168
 Carrot-and-stick, 47–48, 106
 Cendant, 89
 Center for Creative Leadership, 19
 Chain of command, 403, 450, 451
 Change, 389–395
 example of planning for, 391–395
 and leadership, 56
 resistance to, 390–391
 response to, 389–390
 and retraining, 271
 Channels of communication, 450, 451
 Checkpoints:
 delegation, 462
 training, 266, 267
 Chemical handling, 130, 358, 361
 Child Labor laws, 183
 Citizenship, 73–74, 76
 Civil Rights Act (1964), 72, 73, 78, 343
 Clarifying questions, 428
 Classified ads, 192–194, 198
 Coaching:
 counseling vs., 284
 documentation of, 287
 guidelines for, 288
 and performance evaluation, 284–288
 retraining with, 272
 and teams, 240–241
 Coaching style, 50
 Coercive power, 43
 Cohesive teams, 226–227
 Collaboration, 231
 Color of skin, 72, 78

 Communication, 409–442
 business writing as, 439–440
 clear messages in, 432
 computer/telephone-aided, 437–439
 cross-cultural, 84–86
 and delegating, 458
 directing people with, 431–439
 elements of successful, 412
 employee expectations for, 100–102
 feedback, 101
 getting messages accepted, 432–433
 for giving instructions, 434–437
 human effects on, 415–419
 importance of, 413–415
 informational, 100
 in job ads, 193
 listening as, 101–102, 424–430
 in meetings, 440–441
 obstacles to good, 415–424
 in orientation, 274–276
 positive impact with, 433–434
 problems in, 420, 422–423
 process of, 411–413
 removing obstacles to, 423–424
 and symbols, 419–421
 team, 231
 types of, 410–411
 Communication zones, 436
 Company policy, 112
 Compensation, trainer, 257, 258
 Computer-aided communications, 437–439
 Conceptual skills, 29–30
 Concurrent control, 498
 Conditions and limitations, 479–480
 Conflict, 156
 Consequences, 320, 321
 Consistent discipline, 321
 Contingency plans, 379
 Contract, delegation as, 462
 Controlling, 18, 464, 495–498
 Cooperation, 170
 Coordinating, 18
 Costs:
 of substance abuse, 347
 training leading to reduction in, 251
 Cost control, 495–496
 Counseling, 284, 287
 Covey, Stephen, 399
 CPR, *see* Cardiopulmonary resuscitation
 Creativity, 31
 Critical path, 388
 Cross-cultural interaction:
 developing, 82–83
 increasing personal awareness for, 83–84
 recognizing/practicing, 84–86
 Cross-training, 251
 Culture(s), 70, 79
 and diversity management, 90–91
 learning about other, 84
 Customers:
 guests vs., 233

- Customers (*Continued*)
 and training, 252
- Customer service:
 as measurement of training, 269
- Customs, unwritten, 102–103
- Cutting off flow of message, 425–426
- Day-by-day planning, 386
- Decisions:
 elements of managerial, 472
 types of, 474–476
- Decision making, 471–495
 action/follow-up steps in, 484
 analyzing-problem step in, 480
 approaches to, 473–474
 brainstorming step in, 480–482
 building skills for, 494–495
 defining-problem step in, 479–480
 elements of, 472
 as management function, 18
 pattern for, 476, 477
 problem-solving, *see* Problem solving quick, 478
 steps in good, 476
 by team, 230
 testing solutions in, 483
- Decision-making leave with pay, 327
- Decisiveness, 5
- Dehiring, 335
- Delegating, 224, 447–467
 adapting, to situation, 465
 benefits of, 452–454
 conditions for successful, 457–458
 definition of, 448
 essentials of, 449–452
 lack of, 452
 mistakes in, 463–465
 resistance to, 454–457
 steps in, 458–463
 and teamwork, 240
- Delegating style, 50
- Democratic leadership style, 47
- Demographics, 186
- Demotivators, 323
- DEO (Diversity and Equal Opportunity) office, 71
- Desire to influence others, 42
- Desk calendars, 399, 400
- Differently abled issues, 91–92
- Dimensions, performance, 292, 295, 298
- Directing function, 431–439
 and getting messages accepted, 432–433
 and giving instructions, 434–437
 and making positive impact, 433–434
 and sending clear messages, 432
- Directing style, 50
- Directive behavior, 50
- Directness in conversation, 86
- Direct recruiting, 200–201
- Disabilities, 74, 76, 77, 91–92
- Disabled persons, 185
- Disciplinary report, 332, 333
- Discipline, 315–355
 adapting, to situation, 328
 administering, 328–333
 definitions of, 316
 and employee assistance programs, 351–354
 essentials of successful, 317–322
 for harassment, 346
 mistakes in administering, 329–330
 negative approach to, 322–324
 positive approach to, 324–327
- process of, 317
 for sexual harassment, 343–346
 shifting from negative to positive, 327–328
 steps in, 330–333
 for substance abuse, 346–351
 supervisor's role in, 354–355
 and termination, *see* Termination
- Discipline policy and procedure, 318–319
- Discussion of incident, 331
- Display ads, 198, 199
- Dissatisfiers, 110, 123
- Diversity, 69, 79–92
 commitment to, 71
 and cross-cultural interaction, 82–86
 definition of, 82
 establishing programs for, 89
 importance of, 82
 managing cultural, 87–88
 managing issues of, 90–92
 and training, 254
 in U.S., 79, 80
 value of cultural, 86–87
- Diversity and Equal Opportunity (DEO) office, 71
- Diversity and inclusion programs, 89
- Diversity training, 88
- Documentation:
 of coaching, 287
 of discipline, 332, 333
 of performance, 309
- “Doing the right things right,” 46
- Doolin, Wally, 22
- Downtime, 189
- Drive, person's, 42
- Drucker, Peter, 54
- Drug Free Workplace Act (1988), 347
- Drug testing, 349
- Due process, 331
- EAPs, *see* Employee assistance programs
- Economic person theory, 106–107
- Educational Foundation (of NRA), 362
- EEOC, *see* Equal Employment Opportunity Commission
- EEO laws, *see* Equal employment opportunity laws
- Ego needs, 108
- Electronic calendars, 401
- E-mail, 438
- Emotions:
 and communication, 418–419, 425, 429
 and performance evaluations, 301, 302
 in termination interviews, 342
- Employees. *See also* Individuals
 expectations/needs of, 98–103
 on hiring selection committees, 203–204
 in hospitality industry, 40–41
 and jobs, 41–42
 levels of, 5, 6
 listening to, 414
 sources for finding, 182–185
 supervisor's obligation to, 16–17
- Employee assistance programs (EAPs), 351–354
- Employee development, 121–123
- Employee-education programs, 259
- Employee expectations, 98–103
 for communication, 100–102
 for person-to-person relationships, 103
 for supervisor's behavior, 99–100
 for supervisor's skills/experience, 98–99
 for unwritten rules/customs, 102–103
- Employee handbook, 274
- Employee Polygraph Protection Act (1988), 212
- Employee referral programs, 196
- Employee self-appraisal, 303
- Employment agencies, 200
- Employment requisition, 189, 190
- Empowerment, 54–55, 122, 238–239
- Energy levels, 31
- Enforcement of rules, 321, 329
- Entry-level jobs, 41
- Environmental sexual harassment, 343
- EO&D (Equal Opportunity and Diversity) office, 71
- “Epi Pens,” 131, 362
- Equal Employment Opportunity Commission (EEOC), 69–70, 72, 343
- Equal employment opportunity (EEO) laws, 71–75, 309
- Equal Opportunity and Diversity (EO&D) office, 71
- Equal opportunity in workplace, 69–92
 and cross-cultural interaction, 82–86
 and discriminatory practices, 78
 and diversity, *see* Diversity
 establishing diversity/inclusion programs for, 89
 and hiring process, 75–77
 and interviewing, 78–79
 laws regarding, 71–75
 and personal awareness, 83–84
- Equal Pay Act (1963), 72, 73
- Ethics, 56–57
- Ethnic groups, 42, 79
- Ethnicity, 78
- Evaluation:
 as management function, 18
 of on-the-job performance, 170
 performance, *see* Performance evaluation
 of recruiting process, 202
 of training, 268–269
- Evaluation forms, 292–297
- Example, management by, 136
- Exempt employees, 7
- Expectancy theory, 112
- Expectations:
 employee, 98–103
 in interviews, 209
 of reward, 120–121
- Expert power, 43
- External recruiting, 197–201
 with advertising, 198–200
 direct, 200–201
 with employment agencies, 200
 sources for, 201
- Extranets, 438
- Eye contact, 85
- Facial expressions, 85
- Facts, collecting, 331
- Fact finding, 480
- Fair employment practice (FEP) acts, 73, 74
- Fairness, 100
- Falls, 131, 361
- Family and Medical Leave Act (1993), 73–75, 363
- Fax machines, 438
- Fear:
 of failure, 457
 and learning, 276
 motivation through, 105–106
- Fear-and-punishment approach, 323
- Feedback, 86
 continuous, 284

- from guests, 239
- to informal teams, 227–228
- and job performance, 154
- MBC, 389
- performance, 290–291
- on performance, 101, 289
- and training, 259
- Feedback control, 498
- Feedforward control, 497, 498
- FEP acts, *see* Fair employment practice acts
- Fernandez, Gerry, 80, 81, 89
- First aid, 131, 362
- First-timers, 182–184
- Flexibility, 31, 380, 384
- Flexible empowerment, 238
- Flex style of management, 19, 20
- Folkins, K. Bruce, 396
- Follow-up:
 - to decision making, 484
 - in delegation, 462–463
 - to discipline, 332
 - EAP, 353
 - to giving instructions, 437
 - to performance appraisal, 308–309
- Food allergies, 131, 362
- Foodborne illness, 131, 362
- Forecasting:
 - of personnel needs, 188–191
 - and planning, 376–378
- Formal authority, 45
- Formal groups, 229
- Formal leaders, 45
- Formally appointed teams, 224
- Formative evaluation, 268
- Free-rein leadership style, *see* Laissez-faire leadership style
- Functions, overlapping, 156, 157
- Gantt charts, 386–387
- Garutti, Randy, 17
- Gender:
 - and diversity management, 90
 - and equal employment opportunity, 72, 76, 77
- Generation X, 41
- Generation Y, 41, 44
- Gestures, 91
- Gilbreth, Frank, 21
- Goals, 40
 - MBC, 388, 389
 - team, 228, 230
- Greenberg, Alexia, 334, 335
- Group (term), 224
- Group decision making, 487–491
- Group training, 266
- Guests:
 - customers vs., 233
 - feedback from, 239
 - listening to, 414–416, 492
 - supervisor's obligation to, 15–16
- Guest safety, 130, 131, 361–362
- Guest satisfaction, 269
- Halo effect, 209, 300, 301
- Harassment:
 - definition of, 346
 - sexual, 343–346
- Hawthorne experiments, 24
- Hazard Communication Standard, 127, 130, 357, 358
- Hazardous materials, 127, 130
- Health, 73–75
- Hersey, Paul, 50
- Herzberg, Frederick, 109, 123
- Herzberg's motivation-hygiene theory, 109–111
- Hierarchy of needs, 107–109
- Hill, Lloyd, 71
- Hilton, 89
- Hiring process, 179–216
 - and EEO laws, 75–77
 - identification of labor needs in, 186–192
 - interviewing, 78–79
 - and labor market, 180–186
 - negligent hiring, 77
 - performance standards benefits for, 157
 - recruiting in, 192–202
 - selection in, 202–215
- Hispanics, 42
- HIV, *see* Human immunodeficiency virus
- Honesty, 100
 - establishing climate of, 136–137
 - in interviews, 210
- Honesty tests, 212
- Horetski, Laura, 52
- Horta, Maira Sommerhauer, 256
- Hospitality industry:
 - part-time/short-term employees in, 40–41
 - turnover in, 41
- Hostile behavior, 346, 435–436
- Hot stove analogy, 321
- Hours of work, 181–182
- Hourly workers, 5
- Human immunodeficiency virus (HIV), 362–363
- Humanistic management, 26
- Human relations theory, 24, 107
- Human skills, 28–29
- Hygiene factors, 110, 123
- I-9 Employment Eligibility Verification form, 74
- Illegal aliens, 73–74
- IM (instant messaging), 438
- Immediate discipline, 321
- Immigration Reform and Control Act (IRCA), 73–74
- Immigration status, 76
- Impairment, indicators of, 352
- Impersonal discipline, 321
- Impulsive approach, 474
- Incentive system, 171
- Inclusion, 69, 81
- Indecisive approach, 474
- Individuals, 115–123
 - developing, 121–123
 - getting to know, 115–117
 - rewarding, 120–121
 - security needs of, 117–118
 - social needs of, 118–120
- Informal groups, 230
- Informal leaders, 45
- Informally appointed teams, 224, 225
- Informal teams, 227–228
- Inside recruiting, 185
- Inspections, safety, 126, 128, 356–357, 359
- Instant messaging (IM), 438
- Instructions, giving, 434–437
- Intelligence, level of, 43
- Internal recruiting, 185, 196–197
- Interpersonal communication, 410
- Interpersonal skills, 19
- Intervention, 352, 353
- Interviews:
 - appraisal, 303–308
 - termination, 339–343
- Interviewing, 207–211
 - as communication, 411
- EEO issues in, 78–79
- guidelines for, 211
- identifying top performers by, 188
- patterned, 207
- Intranets, 438
- Intuitive approach (to decision making), 473–474
- IRCA, *see* Immigration Reform and Control Act
- JIT, *see* Job instruction training
- Job(s), 123–135
 - attractive work environment for, 123
 - entry-level, 41
 - and guest safety, 130, 131
 - interesting/challenging, 132–135
 - and labor market, 180–181
 - as limiting factors in motivation, 112
 - performance standards benefits for, 155–157
 - right person for the, 132
 - safe/secure environment for, 123–130
 - and security concerns, 131–132
 - skilled/semiskilled, 41
- Job abilities, 188
- Job analysis, 146–150, 161, 163–164
- Job application forms, 203–206
- Job description(s), 102–103
 - elements of, 151–154
 - performance standards in, 150–151
 - and productivity/turnover, 148, 149
 - sample of, 152–153
 - as term, 146
 - uses of, 154
 - well-written, 148
 - writing effective, 149, 155
- Job enrichment, 133–134
- Job evaluation, 146
- Job instruction, 248
- Job instruction training (JIT), 266, 269–271
- Job loading, 133, 457
- Job offers, making, 214–215
- Job posting, 196, 197
- Job qualifications, 154, 187–188
- Job Service Centers, 200
- Job setting, 151
- Job skills, 188
- Job specification, 187
- Job summary, 151
- Job title, 151
- Job-training programs, 259–271
 - developing unit plan in, 262, 265–267
 - establishing plan content in, 260–264
 - implementing, 267–269
 - on-the-job, 269–271
- John XXIII, Pope, 26
- Just-cause terminations, 337–338
- Kaleidoscope Vision, 82
- Kaucic, Lou, 71
- Kelleher, Herb, 54
- Kennedy, John F., 70
- Keys to Success program (at Cendant), 89
- KFC, 351
- King, Martin Luther, Jr., 51, 54, 70
- Kitchen safety checklist, 127
- Knowledge, relevant, 43
- Labor market, 180–186
 - characteristics of local, 185–186
 - and days/hours of work, 181–182
 - and jobs to be filled, 180–181
 - and sources of workers, 182–185

- Labor market (*Continued*)
 as term, 180
- Labor needs, identification of, 186–192
 defining job qualifications in, 187–188
 forecasting personnel needs in, 188–191
 and training, 192
- Laissez-faire leadership style, 47
- Language, 42, 90–91, 419
- Laws, equal-employment-opportunity, 71–75
- Leadership, 39–59
 assessment tool for, 62–64
 characteristics of effective, 42–43
 commitment to performance standards by, 160
 and delegation, 453
 and employees, 40–42
 and ethics, 56–57
 lack of, 42
 and mentoring, 57–58
 nature of, 43–46
 styles of, 46–55
 on teams, 224–225, 228
- Leadership (James McGregor Burns), 51
- Leadership assessment tool, 62–64
- Leadership development, 45
- Leadership styles, 46–55
 autocratic, 47–48
 definition of, 46
 developing, 55–56
 and empowerment, 54–55
 situational, 50–51
 and Theory X/Theory Y, 48–50
 transactional, 51, 53
 transformational, 51, 53–54
- Leading (management function), 18
- Learning, 257–259, 276–278
- Legitimate power, 43
- Letting go, 458
- Lettuce Entertain You, 351
- Likert scale, 236
- Limiting factors (in motivation), 112–114
- Limits, knowing, 320, 321
- Line functions, 5
- Line supervisors, 5
- Listening, 424–430
 in appraisal interviews, 305–307
 bad practices of, 424–427
 and coaching, 286
 cultural differences in, 85
 to employees, 101–102
 importance of, 414–415
 in interviews, 207
 principles of good, 426–430
- Local labor market, 185–186
- Logical approach (to decision making), 473
- Long-range planning, 375
- Loss–loss approach, 493
- Loss–win approach, 493
- McDonald's, 40, 497, 498
- McElligott, James P., 337
- McGregor, Douglas, 48–49, 109
- McGuffey's Restaurants, 122
- Maintenance factors, 110, 123
- Malcolm Baldrige National Quality Award, 234
- Management:
 functions of, 17–20
 humanistic, 26
 and human relations theory, 24
 participative, 24–26
 scientific, 21–25
 skills needed by, 27–32
 theories of people management, 20–26
- Management by example, 136
- Management by exception, 381
- Management by Objectives (MBO), 388, 389
- Management by wandering around (MBWA), 46, 498
- Management philosophy, 112
- Managers, 1–34
 definition of, 17
 functions/activities of, 17–20
 and levels of employees, 5, 6
 obligations/responsibilities of, 7, 10–17
 and organizational charts, 5, 8–10
 traits of successful, 5
- Managerial assistance, 353
- Managerial skills, 27–32
 conceptual, 29–30
 human, 28–29
 personal skills/qualities, 30–32
 technical, 27, 28
- Marriott, 71, 239, 351
- Maslow, Abraham, 107
- Maslow's hierarchy of needs, 107–109, 118–120
- Mass communication, 411
- Material Safety Data Sheets (MSDS), 130, 358
- Maternity leave, 72
- Mayo, Elton, 24
- MBO, *see* Management by Objectives
- MBWA, *see* Management by wandering around
- Media advertising, 200
- Medical examinations, 212
- Meetings, 241, 440–441
- Mendoza, Salvador, 89
- Mentors, 57–59
- Merit raises, 290
- Meyer, Danny, 22
- MFHA, *see* Multi-Cultural Foodservice and Hospitality Alliance
- Minimum levels of performance, 161, 163
- Minorities, 76
- Mirroring statements, 428
- Mission statement, 39
- Misunderstanding, 156
- Model Position Descriptions (National Restaurant Association), 154
- Montoya, Julian E., 497
- Moonlighters, 183
- Morale, 114–115, 156
 team, 225
 and training, 252
- Motivation, 103–137
 and behavior modification, 111
 carrot-and-stick method of, 106
 definition of, 103–104
 economic person theory of, 106–107
 expectancy theory of, 112
 and Herzberg's motivation-hygiene theory, 109–111
 human relations theory of, 107
 individual focus for, 115–123
 job focus for, 123–135
 limiting factors in, 112–114
 and Maslow's hierarchy of needs, 107–109
 reinforcement theory of, 111
 steps for, 116
 supervisor focus for, 135–137
 theories of, 105–112
 and Theory Y, 109
 through fear, 105–106
- Motivation and Personality (Abraham Maslow), 107
- Motivation-hygiene theory, 109–111
- Motivators, 110–111
- MSDS, *see* Material Safety Data Sheets
- Multi-Cultural Foodservice and Hospitality Alliance (MFHA), 80, 81
- Nargi, Rick, 124
- National origin, 72, 76
- National Restaurant Association, 23, 41, 79, 80, 154, 362
- National Restaurant Association Educational Foundation, 131
- National Skills Standards Board, 154
- Need(s):
 for acceptance, 119
 to belong, 119
 of employee, 98–103
 hierarchy of, 107–109
- Negative discipline, 322–324
- Negative reinforcement, 111
- Negative team norms, 226
- Negativity, 239–240
- Negligent hiring, 77
- Nonexempt employees, 7
- Nonverbal communication, 207, 419–421
- Norms, team, 225–226
- Notetaking, 208
- Obligations, 7, 10–17
 to employees, 16–17
 to guests, 15–16
 to owners, 14–15
- Observation of employees, 285–287
- Obstacle thinkers, 31
- Occupational Safety and Health Administration (OSHA), 125, 127, 357
- Offensive behavior, 346
- OfficeTeam, 188
- Old-style bosses, 47–48
- One-on-one training, 266
- On-the-job performance, 170
- On-the-job training, 269–271
- Open communication, 411
- Openness, 430
- Opportunity thinkers, 31
- Optimistic levels of performance, 161, 163
- Oral instructions, 435
- Oral reminders, 325
- Oral warnings, 323
- Organizational charts, 5, 8–10
- Organizational communication, 411
- Organizing, 18, 402–404
- Orientation training, 249, 273–276
 checklist for, 275
 communicating necessary information in, 274–276
 definition of, 248
 positive-response creation in, 273–274
- OSHA, *see* Occupational Safety and Health Administration
- “Other duties as assigned,” 103
- Overgeneralization, 209
- Oversupervising, 464
- Owners, obligation to, 14–15
- Paper organization, 399
- Participative management, 24–26, 49–50
- Participative problem solving, 487–491
- Part-time workers, 183
- Past performance, 336
- Patterned interviews, 207
- Pausing, 429–430
- Penalties, 320, 321

- People management theories, 20–26
- People problems, 491–493
- Perceptions, 416, 418
- Perfectionism, 302
- Performance:
 - documentation of, 309
 - evaluating on-the-job, 170
 - levels of, 161, 163
 - retraining due to substandard, 271, 272
- Performance appraisal, 288
- Performance dimensions, 292, 295, 298
- Performance evaluation, 283–311
 - appraisal interview in, 303–308
 - and coaching, 284–288
 - dimensions, performance, 292, 295, 298
 - follow-up in, 308–309
 - forms for, 292–297
 - legal aspects of, 309–310
 - problems with, 300–303
 - purpose/benefits of, 289–291
 - ratings, performance, 298–300
 - and standards, performance, 157, 158, 298, 299
 - steps in, 291–292
 - terms used in, 288
- Performance ratings, 298–300
- Performance reviews, 288–292
 - daily evaluation vs., 288
 - guidelines for, 308
 - preparing for, 291, 292
 - purpose/benefits of, 289–291
 - steps in process of, 291–292
- Performance standards, 298, 299
 - in training programs, 259, 260
 - training workers to meet, 169–170
 - writing, 164–168
- Performance standard systems, 145–174
 - alternatives to, 172–173
 - benefits of good, 155–159
 - defining purpose for, 161
 - failure of, 171–172
 - implementing, 170–173
 - and job analysis, 146–150, 161, 163–164
 - and job descriptions, 148–155
 - review of, 171
 - setting up, 160–170
- Personal awareness, 83–84
- Personal skills and qualities, 30–32
- Personal space, 85, 436
- Personnel forecasting, 188–191
- Person-to-person relations, 29, 103
- PERT, *see* Program Evaluation and Review Technique
- Physiological needs, 107–108
- Plans/planning, 374–404
 - for change, 389–395
 - day-by-day, 386
 - definition of, 374
 - and forecasting, 376–378
 - levels of, 375–376
 - as management function, 18
 - nature of, 374–380
 - and organizing, 402–404
 - process of, 376
 - qualities of good, 379–380
 - and risk factors, 378–379
 - and scheduling, 386–389
 - single-use, 384–386
 - standing, 380–384
 - and time management, 395–402
- Policy:
 - discipline, 318–319
 - for safe/secure work environment, 126
 - for safety inspections, 356, 357
 - sexual harassment, 344–346
 - substance abuse, 348–351
- Position (term), 146
- Positive action memo, 322
- Positive actions, recognizing, 321–322
- Positive discipline, 324–328
- Positive reinforcement, 111
- Positive response, 273–274
- Positive team norms, 226
- Power, 43, 45
- Pregnancy Discrimination Act (1978), 72, 73
- Prejudices, 415
- Pre-shift meetings, 241
- Pressure, ability to work under, 31
- Pretests, training, 267, 268
- Primary needs, 108
- Prioritization, 399
- Private employment agencies, 200
- Problem, defining the, 479–480
- Problem solving, 484–494
 - example of, 486–487
 - as management function, 18
 - participative, 487–491
 - patterns for, 485–486
 - for people problems, 491–493
 - win-win, 493–494
- Procrastination, 302
- Productivity control, 496–498
- Program Evaluation and Review Technique (PERT), 387, 388
- Progressive discipline, 323–324
- Projection, 209
- Project teams, 226
- Promoting from within, 196
- Promotion, identifying workers for, 290
- Public distance, 436
- Punishment, 323
- Put-downs, 330

- Qualifications, job, 154, 187–188
- Quid pro quo, 343

- Race:
 - and diversity, 79
 - and equal employment opportunity, 72, 76–78
- Rapport, 396
- Rating system:
 - for interviews, 208
 - for performance, 298–300
- Real authority, 45
- Realistic levels of performance, 161
- Reasonable accommodation, 74, 363
- Receiving of messages, 413, 414, 423
- Recognizing positive actions, 321–322
- Recruiting, 192–202
 - evaluation of, 202
 - external, 197–201
 - internal, 185, 196–197
 - performance standards benefits for, 157
 - principles of, 192–194
- Reference checks, 188, 212–213
- Referral programs, employee, 196
- Reinforcement theory, 111
- Religion, 72, 76, 91
- Representing (management function), 19
- Resistance to change, 390–391
- Respect, 240, 301, 396, 423
- Responsibility (term), 6, 396, 449–450
- Restaurant Industry Operations Report, 41
- Retirees, 184

- Retraining, 248, 271–272
- Reverse delegation, 463
- Rewards, 120–121, 308
- Reward and punishment, 47–48
- Reward power, 43
- Reward system, 160–161
- Rielly, Holly, 431
- Risk, 378–379
- Risk taking, 458
- Ritz, Cesar, 233
- Ritz-Carlton, 202, 233, 234, 238
- Rodiles, Demian, 301
- Rolph, Darrell, 23
- Rules, unwritten, 102–103

- Safe and secure work environment, 123–130
 - and accident reporting, 126, 127, 129
 - committees, safety, 126
 - costs with lack of, 125
 - Hazard Communication Standard implementation, 127, 130
 - and hazards, 124
 - inspecting for, 126, 128
 - policies/procedures for, 126
 - programs for, 125
 - training for, 126
- Safety, guest, 130, 131
- Safety and security management, 355–365
 - and AIDS, 362–363
 - concerns with, 362
 - and guest safety, 361–362
 - and Hazard Communication Standard, 357, 358, 361
 - workplace, safe, 355–360
- Safety committees, 126, 356
- Safety inspections, 126, 128, 356–357, 359
- Safety programs, 125
- Safe workplace, 355–360
- Scheduling, 188–189, 386–389
- Schultze, Horst, 54, 233
- Scientific management, 21–25, 106
- Screening of candidates, 196, 198, 257
- Security, 117–118
- Security programs, 131–132
- Selection of personnel, 202–215
 - application form in, 203–206
 - employees involved in, 202–203
 - interview in, 207–211
 - and job offers, 214–215
 - mistakes in, 213–214
 - reference checks in, 212–213
 - testing in, 210–212
- Self-actualization, 109
- Self-appraisal, employee, 303
- Self-awareness, 28
- Self-confidence, 42
- Self-esteem, 108
- Self-fulfillment, 109
- Self-image, 31
- Self-respect, 108
- Semiskilled jobs, 41
- Seniority, 336
- Senior management, 88
- Sensitivity, 28
- Sensitivity training, 88
- The Seven Habits of Highly Effective People* (Stephen Covey), 399
- Sexual harassment, 343–346
- Sexual harassment policy, 344–346
- Short-term workers, 253–254
- Show-and-tell, 270, 272
- Silence, 86

- Single-use plans, 384–386
 Skills, job, 188
 Skills tests, 212
 Skilled jobs, 41
 Skin color, 72, 78
 Slang, use of, 90–91, 424
 Slips, 131, 361
 Small-group communication, 411
 Snyder, Mike, 23
 Social distance, 436
 Social environment, 154
 Socialization:
 with employees, 99–100
 at work, 399
 Social needs, 108, 118–120
 Social person, 107
 Sodexho, 71, 88
 Span of control, 403
 Staff functions, 5
 Staffing, 18
 Staffing guide form, 191
 Staffing problems, 4
 Standardization, 22–24
 Standard procedures:
 developing, 168–169
 in training plans, 262–264
 Standing plans, 380–384
 Starwood Hotels and Resorts, 89
 Strategic planning, 375
 Strategies, 40
 Structured empowerment, 238
 Substance abuse, 346–351
 Substance abuse policy, 348–351
 Suggestions, employee, 101–102
 Sullivan, Jim, 22, 23
 Summarizing check, 428
 Summative evaluation, 268–269
 Supervisors:
 assessment of, 11
 behavior of, 99–100
 definition of, 5
 disciplinary role of, 354–355
 employee expectations for, 98–99
 evaluation of, 290
 experience of, 98–99
 as links to employees/owners, 10, 12–13
 as managers, *see* Managers
 obligations/responsibilities of, 7, 10–17
 and performance standards, 158, 159
 role of, 5–7
 skills of, 98–99
 tips for new, 32–33
 and work climate, 135–137
 Supply chain, 81
 Supporting style, 50
 Supportive behavior, 50
 Symbols, 419–421
- Tactics, 40
 Tangents, going off on, 424–425
 Tardiness, 383
 Tasks (term), 148
 Taylor, Frederick, 21, 106
 Teaching methods, 257, 258
 TEAM (Together Everyone Achieves More), 231
 Teams, 223–243
 building, 228–233
 challenges for, 239–240
 characteristics of successful, 232–233
 coaching of, 240–241
 cohesive, 226–227
 definitions of, 224–225
 influencing informal, 227–228
 norms of, 225–226
 selecting personnel for, 231–232
 and TQM, *see* Total Quality Management
 turning groups into, 229–231
 Team activities, 241
 Teambuilding, 228–233
 Team morale, 225
 Team players, 225
 Teamwork:
 definition of, 225
 synergy in, 223, 224
 Technical skills, 27, 28, 98–99
 Teenagers, 182–183
 Telephone-aided communications, 437–439
 Tell-and-sell approach, 306–307
 Temporary agencies, 200
 Tension, 251, 252
 Termination, 323, 325, 334–343
 decision making about, 334–337
 interview at, 339–343
 just-cause, 337–338
 Testing, personnel, 210–212
 TGI Friday's, 239
 Theory X, 48–50, 55, 105, 109
 Theory Y, 49, 55, 56, 109, 134, 324, 489
 Third-party sexual harassment, 343–344
 Threats, 320, 329
 Time/timing:
 of communication, 420
 as limiting factor in motivation, 114
 of people needs, 181–182
 Time management, 395–402
 Title VII, 72, 73, 78, 343
 Together Everyone Achieves More (TEAM), 231
 Tony's Restaurant, 135
 Total Quality Management (TQM), 233–239
 empowerment in, 238–239
 steps for installing, 233–238
 Touching, 330
 TQM, *see* Total Quality Management
 Trailing (training), 250
 Trainers:
 characteristics of good, 259, 260
 compensation for, 257, 258
 problems with, 276
 Training, 247–279
 assigning responsibilities for, 255, 256
 benefits of, 251–253
 definition of, 248
 for delegation, 464
 developing program for, *see* Job-training programs
 diversity, 88
 experience vs., 192
 and learning obstacles, 276–278
 and learning theory, 257–259
 to meet performance standards, 169–170
 method of, 266
 need for, 248–251
 orientation, 273–276
 for performance review systems, 291
 performance standards benefits for, 157
 problems in, 253–255
 retraining, 271–272
 safety, 126
 types of, 248
 Training materials, 267
 Training objectives, 169, 260, 262
 Training plans, 259–269
 establishing content of, 260–264
 flowchart for developing, 261
 for safety, 356, 358
 standard procedures in, 262–264
 unit, 262, 265–267
 Training time, 253
 Transactional leadership, 51, 53
 Transformational leadership, 51, 53–54
 Trips, 131, 361
 Trust, 419, 423, 432–433, 458
 Truth in hiring, 210
 Turnover:
 and teamwork, 240
 and training, 251, 253
 Two-way communication, 411
- Undue hardship, 74
 Unemployed workers, 183
 Uniform discipline system, 328
 Unions, 336
 U.S. Department of Labor, 79, 125, 347
 U.S. Employment Service, 200
 U.S. *Guidebook for Marines*, 42
 Unit of work, 147, 151
 Unit ratings, 163–164
 Unit training plans, 262, 265–267
 Unity of command, 403
 Unwritten rules and customs, 102–103
 Urgent need, 253
- Vanderhorst, Rachael, 492
 Verbal skills, 419
 Vision, 39
 Voice-mail, 438
 Volume of speaking, 86
- Walker, Eric, 488
 Walt Disney World, 203
 Warnings, disciplinary, 321, 323
 Western Electric Company, 24
 W Hotel (New York), 89
 Wi-Fi (wireless fidelity), 438
 Will-do factors, 208
 Win-lose approach, 493
 Win-win problem solving, 493–494
 Wireless fidelity (Wi-Fi), 438
 Women:
 in hospitality industry, 41–42
 as source of labor, 183
 Work climate, 16, 97–138
 benefits of positive, 104
 building positive, 114–115
 employee expectations/needs in, 98–103
 limiting factors in, 112–114
 and motivation, *see* Motivation
 Work environment:
 attractive, 123
 safe/secure, 123–130
 and teamwork, 229
 Worker participation, 160
 Workers' potential, 171
 Workforce, diversity in, 81
 Working supervisors, 6
 Workplace:
 equal opportunity in, *see* Equal opportunity in workplace
 safe, 355–360
 Work rules, 318
 Work simplification, 21
 Writing, business, 439–440
 Written instructions, 434–435
 Written reminders, 325
 Written warnings, 323
 Wrongful termination, 337