



<u>Issued:</u> May 2018 <u>Revised:</u>	POLICIES & PROCEDURES SPA & RECREATION	<u>Index N°:</u> SPA-SOP-05
Subject: Learning and Development		2 pages

OBJECTIVE:

To ensure all Spa & Recreation employees have the skills, knowledge and attitude to perform their job function and deliver service to meet and exceed guest expectations.

POLICY:

Every employee should be provided with equal opportunity to learn and develop in their role whilst working in Spa & Recreation dept.

PROCEDURE:

- The service, sale or recommendation of a Spa treatment or service attraction by an employee should include a family of the tour/attraction for the employee to see and experience the product.
- Support material to be developed to ensure all employees have access to information, including those unable to attend sessions.
- Suppliers should be leveraged to provide expert learning in their products and increase employee knowledge. Support materials to be provided.
- All new staff are to be inducted using the brand specific Induction Program.
- New staff to be allocated an on the job buddy who will work with them to show them the standards and procedures of their job role for a minimum of two weeks.
- Within the first month of employment all new employees are to have a one on one meeting with the Department Manager to monitor on boarding process.
- After three (3) months of service, competency levels are to be measured by the Supervisor and further Learning and Development needs identified.
- The Spa & Recreation Policies and Procedures are to be available for all employees to access at any time.
- Academy Accor training catalogue is to be available and employees identified to attend Development



sessions based on current levels of performance.





- Performance to be monitored and appropriate action to be taken. Examples include training, coaching or counseling.
- Learning and Development moments during the shift should be identified to help increase overall performance and productivity.
- Opportunities to provide employees with cross exposure in other departments should be identified. All Spa & Recreation employees should be exposed to other Departments as part of their development.
- When other Hotels require assistance for special events or openings, this should be viewed as a learning opportunity for employees and therefore employees are to be encouraged to participate.
- Employees wishing to transfer to another department and/or hotel should first consult their Manager. The Manager must inform Human Resources of the employee's interest in transferring. The Manager should be transparent in providing feedback to the employee as to their readiness for the move. If the employee has further development needs then a Personal Development Plan is to be created.
- A succession plan for key roles in the outlet should be identified and reviewed on a monthly basis.
- Departmental training needs are to be identified through measurable tools such as GSS, brand audits, online feedback, internal control audit, breakages and financial reports.

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Issued by:
Spa Manager

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Approved by:
General Manager