

	RESOURCE LIBRARY – HUMAN RESOURCES Skills Training	<i>CODE:</i> 04.02.006
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OBJECTIVE目的:

- To ensure the highest standards of service is delivered to guests who choose our hotels.
- To enhance employees job satisfaction and provide an opportunity for career development.
提高员工的工作满意度，并提供职业发展的机会。

APPLICATION应用:

- The skills training of new employees is the responsibility of each Department Head who may delegate it (not abdicate) to outlet/section managers.
新员工的技能培训由各部门总监负责，各部门主管可将技能培训委托（不是放弃）给营业点或部门经理。
- Section Managers are responsible for selecting Trainers who should receive training on their new role.
部门经理负责选择培训师，培训师对自己的新角色进行培训。
- The General Manager should make an effort to establish the systematic nature of the training. This will be immediately obvious by observing the level and consistency of standards during operation. In addition the training manager for training may set up a monthly reporting structure / training meeting.
总经理应努力建立系统性的培训。观察酒店运营期间的标准的水平和一致性。此外，负责培训的经理可以建立月度报告/培训会议。
- Skills training are to be conducted on a one-to-one basis. The same trainer should be scheduled to do all the training; trainees should not be trained by different trainers if at all possible.
技能培训要在一对一基础上进行。应安排同一培训师完成所有的培训，尽可能不要让不同的培训师来培训实习生。
- Skills training are more effective when carried out in the actual place of work and should be done so at a time that does not affect the quality of guest service.
技能培训在实际工作岗位进行时更有效，应在不影响宾客服务质量时组织培训。
- While training is in progress, the new employee is to wear a Trainee badge this is particularly important in a guest contact areas.
在培训过程中，新员工是要佩戴见习徽章，在客户接触区域，这一点尤为重要。
- No compromise is to be made with regard to approving the standard achieved by the trainee when making an assessment. It will not serve the employee, the company or the guest to do so, in the long run.
进行评估时,不得对实习生应达到的标准进行妥协。从长远来看，这样做不利于员工、公司或客人。

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- Orientation is an introduction to the company, the hotel and the departments to enable individuals to fit into their jobs as quickly and as smoothly as possible.
入职培训是指介绍公司、酒店和各部门，使员工尽快、尽可能顺利地适应自己的工作。
- All new employees are to receive a planned orientation, part one on arrival and part two within the first six weeks of employment. The hotel will determine who is responsible for carrying it out and what the exact contents will be using the checklist given in the appendix as guideline.
所有新员工都要接受计划入职培训，第一部分在报到时进行，第二部分在入职后的前六周内进行。酒店将以附录中的清单为准则确定负责进行培训的人以及培训的确切内容。

STATEMENT OF POLICY

政策声明

1. We believe the company's success depends on the skill and professionalism of its employees. Through systematic skills training, the company will ensure this is achieved.
际酒店认为，公司的成功取决于其员工的技能和职业化水平。通过系统的技能培训，公司将确保实现这一目的。
2. No employee should be expected to carry out duties for which they have not been previously trained. Training is the foundation for an employee's self-confidence, particularly when dealing with guests.
不宜要求员工履行以前没有受过培训的职责。培训是员工自信的基础，特别是在与客人沟通时表现得更为突出。
3. Sufficient resources must be made available in hotel to enable the company as a whole to fulfill its training commitments.
酒店必须提出足够的资源，使公司从整体上履行其培训承诺。
4. New employees will not to be put in direct guest contact without having the requisite skills, knowledge and attitude.
新员工在不具备必要的技能、知识和态度之前不会直接接触客户。
5. Trainers will be appointed in each department based on their consistently high standard of work and positive attitude.
各部门将根据自己的一贯高工作标准和积极态度来指定培训师。
6. The quota of trainers in each department will be as follows:
各部门的培训师名额如下：
 - One *Trainer* ideally at supervisory level who would be given the role of retraining existing staff as part of his/her supervisory development.
设一名督导级培训师，其职责再培训现有员工（作为其监督职能发展的一部分）。

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- One non-supervisory *Skills Trainer* per outlet/department for the training of new staff.
每个营业点/部门设一名非督导级技能培训师，负责培训新员工。
- On appointment, the training needs of each new Skilled Personnel (regardless of previous experience) will be assessed by their immediate supervisor against the job description. Training needs will then be established and a plan drawn up to meet them
在任命技能型人员时，将由上级领导按照职位描述务标准评估每个新技能型人员的培训需（不管以前有无经验）。然后，确定培训需求，并制定计划，以满足技能型人员的要求。

7. One appointed New Staff Skills Trainer will be made responsible for systematically training the new employee in the areas required, as determined by the immediate supervisor.
任命的新员工技能培训师将负责系统地培训上级领导确定的所需场所的新员工。

8. A skills training checklist is to be used to record and date the training activities carried out.
技能培训清单用来记录开展的培训活动，并注明日期。

9. After the training is complete the immediate supervisor will assess the employee’s proficiency and if it meets the standard required – the training will be considered complete and the *Trainee* badge may be removed.
培训结束后,上级主管将评估员工的熟练程度，如果符合所要求的标准，则视为完成培训，并可以摘掉见习徽章。

10. Retraining on job skills will be done every month for employees who work in guest contact areas. This should be the responsibility of the trainer and may be organized to coincide with monthly staff meetings. A minimum of one skill per month should be achieved to maintain the highest level of skills in these areas.
在客户接触区域工作的员工，每月将进行工作技能再培训。培训师应负责进行再培训，并可以配合每月的员工会议组织培训。每月至少应实现一项技能，才能保持这些区域的最高技能水平。