

A-B-C KEY PERSONNEL INDUCTION

Guidelines & Principles

A-B-C 类关键员工入职

指南与原则

- As for our external customers, we should not spare our efforts in giving a good first impression at the arrival of any new manager. Good first impressions supported by a good preparation are essential for a smooth start and will demonstrate their value and importance as much on the short as on the long term.
- 对于我们的外部客户，一旦新经理入职，我们会竭尽全力给他们留下深刻的印象。通过做好充分的准备，可促进客户对我司留下深刻印象。这是良好开端的基石，同时也将证明员工的价值与重要性。不论是长期价值与重要性，还是短期价值与重要性，均能够得以证明。

- The Key Personnel Induction should be considered as a necessary and professional segment of the “settling in” process of any new manager joining the organization.
- 关键员工入职应视为新经理加入本组织的“进驻”过程的一个必要且专业的部分。

- All current Management has an important role to play in this settling-in process and should be committed as much as the newly-hired manager to completing this induction within the first week of employment.
- 当前的所有管理人员均对该进驻过程起着重要作用。此类人员应同新聘用经理一样、在被聘用的第一周内入职。

- 3 (three) Departments should be involved with the delivery of attached induction programme:
- 如下 3（三）个部门应参与相关入职计划的交付工作：
 - General Manager/Resident Manager
—— 总经理/驻店经理
 - Human Resources Department
—— 人力资源部
 - Training Department
—— 培训部

The order of the exposure of the new manager to these departments will depend on the circumstances of the arrival. The Human Resources Manager should co-ordinate this programme before the new manager has arrived.

上述部门新经理的出现顺序将取决于他们的到岗情况。人力资源部经理应在新经理到岗之前协调好该计划。

- For the induction of new Department Heads (Key Personnel A), all current Department Heads shall play an important part and be involved in a one-on-one “Getting To Know You” meeting with the new manager.
- 对于新部门主管（A类关键人员）的入职，当前的所有部门主管应发挥其重要作用，并与新经理一起参加面对面“认识你”会议。

- The following checklists provide a guideline for the mentor (be that the General Manager, Human Resources Manager and/or Training Manager) as to what to cover. These checklists shall be completed, signed and placed on the new manager’s file upon completion.
- 以下检查表为即将涉及的指导者（指总经理、人力资源部经理和/或培训部经理）提供了指南。应将此类检查表填写完整。在完善检查表内容之后，应在检查表上签名，并将其存放到新经理文件中。

A-B-C KEY PERSONNEL INDUCTION HR/Personnel Manager Checklist

A-B-C 类关键人员入职 人力资源/人事经理检查表

Name: _____

姓名: _____

Arrival Date: _____
(Expected)

到岗日期: _____
(预期)

A. Pre-Arrival Preparations:

A. 抵达前准备:

1. Welcome Pack (to be placed in KP Accommodation prior to his/her arrival)

1. 新员工入职指南 (在他/她到岗之前, 放置在关键人员住处)

- | | |
|---|--|
| <input type="checkbox"/> Welcome Letter from GM
总经理的欢迎信 | <input type="checkbox"/> Job Description
职位描述 |
| <input type="checkbox"/> Mission Statement/Values
使命宣言/价值观 | <input type="checkbox"/> Business Cards
商务名片 |
| <input type="checkbox"/> Employee Handbook
员工手册 | <input type="checkbox"/> Name Badge
姓名牌 |
| <input type="checkbox"/> Directory
名录 | <input type="checkbox"/> Pin
胸针 |
| <input type="checkbox"/> Hotel Brochure/Fact Sheet
酒店宣传册/资料简报 | <input type="checkbox"/> Telephone Card
电话卡 |
| <input type="checkbox"/> City Brochure & Map
城市宣传册与地图 | <input type="checkbox"/> List of Important Phone Numbers
重要电话号码检查表 |
| <input type="checkbox"/> Magazines (with local agenda)
杂志 (附有地方议程) | <input type="checkbox"/> Doctor Contact Details (Emergency)
医生联系方式 (急诊) |
| | <input type="checkbox"/> Timings of scheduled meetings with:
如下人员开会的既定时间:
- GM - HR/Personnel Mgr -
- 总经理——人力资源/人事经理——
Training Mgr
培训部经理 |

- Other DHs' (One-on-One "Getting to Know You" meetings)
- 其它部门主管（面对面“认识你”会议）

2. Accommodation Preparation

2. 住宿准备

Allocated Accommodation: _____

所分配的住处: _____

- | | |
|--|---|
| <input type="checkbox"/> Welcome Package (as above)
新员工入职指南（如上所述） | <input type="checkbox"/> Set of Keys (2 sets if couple)
钥匙串（如果是双人住宿，应提供 2 串） |
| <input type="checkbox"/> Flowers
鲜花 | <input type="checkbox"/> Linen & Towels
亚麻布与毛巾 |
| <input type="checkbox"/> Welcome Fruit Basket
欢迎水果篮 | <input type="checkbox"/> Toiletries, Toilet Paper, Soap
(for 1 week)
厕所用品、厕所用纸、肥皂
（供 1 周用） |
| <input type="checkbox"/> Coffee, Tea, Sugar, Milk
咖啡、茶、糖、牛奶 | <input type="checkbox"/> Full Inventory List of Provided Household
Items & Furniture
对于检查表上的家用物品与家具，存
货充足。 |
| <input type="checkbox"/> Mineral Water & Soft Drinks
矿泉水与软饮料 | |

All above mentioned items have been prepared and placed in KP Accommodation:

业已准备上述所有项目，且已将其置于关键人员住处：

(Signature)

(签名)

(Date)

(日期)：

B. Arrival Procedures**B. 抵达程序**

Name: _____ Arrival Date: _____

姓名: _____ 到岗日期: _____
(Confirmed) (确认)**Flight Details** Airline: _____**航班详情** 航空公司: _____

Flight No. _____ Arrival Time: _____

航班号: _____ 抵达时间: _____

(Expected)

(预期)

Airport Pick-Up By Whom: _____**机场接机** 接机人员: _____

With What: _____

随附物品: _____

Presentation of Accommodation:**住处介绍**

- | | |
|--|---|
| <input type="checkbox"/> Garbage Room
垃圾房 | <input type="checkbox"/> Nearest shops, conveniences
最近商店、便利店 |
| <input type="checkbox"/> Laundry
洗衣房 | <input type="checkbox"/> City Map
城市地图 |
| <input type="checkbox"/> Reception
接待室 | <input type="checkbox"/> Transportation Accommodation-Hotel (Hotel
Bus timings, Taxi)
交通住宿酒店 (酒店班车、出租车) |

C. Post Arrival – Day #1**C. 抵达后——第1天**

- | | |
|--|--|
| <input type="checkbox"/> Review of content of Welcome Package
“新员工入职指南”内容检查 | <input type="checkbox"/> Accommodation/Utilities/
Housekeeping Services
住宿/公共事业设备/
客房服务 |
| <input type="checkbox"/> Residence Permit
居住证 | <input type="checkbox"/> Laundry Allowance/Timings
洗熨津贴/洗熨时间选择 |
| <input type="checkbox"/> Medical Check-up/Health Card
体检/健康卡 | <input type="checkbox"/> Meals
膳食 |
| <input type="checkbox"/> Labour Card/Labour Contract
劳动卡/劳动合同 | <input type="checkbox"/> Transportation
交通 |

- | | |
|--|---|
| <input type="checkbox"/> Bank Account/Salary/Salary Advance/Currency Exchange-Transfer
银行账户/工资/工资预付/货币兑换-转账 | <input type="checkbox"/> Mail – Address
邮件 – 地址 |
| <input type="checkbox"/> Medical Insurance/House Doctor
医疗保险/家庭医生 | <input type="checkbox"/> Facilities / Shopping
设施/购物 |
| <input type="checkbox"/> Pension Scheme
养老金计划 | <input type="checkbox"/> Culture/Religion/Dress Code
文化/宗教/着装准则 |
| <input type="checkbox"/> Performance & Development Review
绩效与发展检查 | <input type="checkbox"/> Law & Order/Alcohol Consumption
法律与秩序/嗜酒 |
| <input type="checkbox"/> Steward Sales
管理销售 | <input type="checkbox"/> Organizational Structure/People in the Organization
组织结构/组织人员 |
| <input type="checkbox"/> Staff Stay-over/F&B Discount
员工寄宿折扣/餐饮折扣 | <input type="checkbox"/> HR Policy Manual
Departmental Policy Manual
人力资源政策手册
部门政策手册 |
| <input type="checkbox"/> Recreational Facilities
娱乐设施 | <input type="checkbox"/> Hotel Fire Procedures Brochure
List of Hotel First Aiders
酒店消防程序宣传册
酒店急救设备检查表 |

If Key Personnel A: Schedule of “Getting to Know You” meetings
 是否为 A 类关键人员安排好：“认识你”会议时间安排表

I have received the above information to my satisfaction:
 本人业已在最大程度上知悉上述信息：

 (Signature)
 (签名)

 (Date)
 (日期)

A-B-C KEY PERSONNEL INDUCTION
General Manager Checklist
 A-B-C 类关键人员入职
 总经理检查表

Name: _____

Arrival Date: _____

姓名: _____

到岗日期: _____

Department: _____

部门: _____

Title: _____

头衔: _____

 Introduction:

亚公司作如下介绍:

- Past achievements
- 以往成就
- Future plans
- 未来规划

 Vision, Values and Mission for:

描述如下方面的愿景、价值观和使命:

- Hotel
- 酒店

 Where GM sees the role and challenges:

作为一名总经理, 其将如何看待如下方面的作用与挑战:

- of the new Manager
- 新经理
- of new Manager's responsibilities
- 新经理的责任

 Business overview:

企业概况:

- City
- 城市
- Hotel
- 酒店
- New Manager's responsibilities towards this Business
- 新经理须对其业务担负的职责

 Management Guidelines:

管理指南

- Leadership Style
- 领导风格
- Expectations
- 预期
- Priorities
- 优先顺序

Personal Issues
个人问题

I have received the above information to my satisfaction:
本人业已在最大程度上知悉上述信息:

(Signature)
(签名)

(Date)
(日期)

A-B-C KEY PERSONNEL INDUCTION
Training Manager Checklist
A-B-C 类关键人员入职
培训部经理检查表

Name: _____
姓名: _____

Arrival Date: _____
到岗日期: _____

Department: _____
部门: _____

Title: _____
头衔: _____

Vision, Mission and Values (in relation to Employee Handbook):
描述如下方面的**愿景、使命与价值观** (与员工手册有关):

- Project & Aim
- 项目与目标
- State – Handout
- 陈述 — 讲义
- Keywords

- 关键词
- “Walking the Talk”
- “言出必行”

☐ Review of Hotels:**酒店回顾:**

- History & Logo
- 历史与企业标志
- Chairman, President & VPs’
- 董事长、总裁与副总裁
- Corporate Structure - Head office
- 公司结构 — 总公司
- Properties & Brands
- 物业与品牌
- Central Reservation System & Website
- 中央预定系统与网站

☐ Training Organization, Systems & Structure:**培训组织、体系与结构:**

- Staff Orientation, Generic & Skills Training (Timetable & Overview)
- 员工入职培训、通用技能培训（时间表与概况）
- Cross Training – Management Training
- 交叉培训 —— 管理培训
- Corporate Training Programmes
- 公司培训计划
- Training Notice Board & Database
- 培训布告栏与数据库

☐ Umbrella Standards:**伞形结构标准:**

- Presentation – handouts
- 介绍 —— 讲义
- Grooming & Personal Hygiene
- 仪容仪表与个人卫生
- Telephone Manners
- 电话礼仪
- Role of Manager towards Umbrella Standards
- 经理角色到伞形结构标准

☐ Internal / External Communication:**内部/外部交流:**

- CC-Mail – Intranet – Internet

- 抄送 — 邮件 — 内联网 — 互联网
- Telephone – Voice Mail – Message taking
- 电话 — 语音信箱 — 电话留言
- Formats for Memo – Fax – Letter
- 备忘录 — 传真 — 信件的形式
- Management Meetings – Briefings
- 管理会议 — 简要汇报
- Departmental Communication Meetings
- 部门交流会

Performance & Development Review:
绩效与发展检查:

- Presentation of Form
- 呈报表格
- Keeping track of information
- 记录信息
- On/Off Job Coaching Principles
- 在职/脱产指导原则
- Preparation of PDR
- 编制原始数据报告 (PDR)

Disciplinary Rules & Procedures:
纪律处罚规则与程序:

- Performance Counseling
- 绩效辅导
- Suspension
- 停职
- Verbal – Written Warnings
- 口头 — 书面警告
- Gross Misconduct
- 严重失职
- Dismissal
- 解雇
- Grievance Procedure
- 申诉程序

Fire/Safety Procedures (in relation to Hotel Fire Procedures Brochure):
消防/安全程序 (关于酒店消防程序宣传册):

- How to react when you discover a fire / when you hear the fire alarm
- 当您发现火灾/听到火灾警报时, 您如何采取响应措施
- Fire Investigation Team / Fire Fighting Team
- 火灾调查小组/消防小组
- Evacuation Procedures
- 疏散程序
- Fire Command Centre
- 火灾指挥中心
- Bomb Alarm Procedures
- 爆炸警报程序
- Natural Catastrophe Procedures
- 自然灾害程序

Duty Manager Shifts (if applicable):
值班经理当班（若有）：

- Duty Manager's Checklist & Report Book
- 值班经理检查表与报告簿
- Use of Pager & Emergency Key
- 呼叫器与应急钥匙的使用
- Patrol Routes
- 巡逻路线

Tour of Property:
物业巡视：

- Introduction to colleagues & managers along the way
- 沿途向同事与经理介绍该方面
- Guest facilities
- 客用设施
- Back Office
- 后勤部
- Staff entrance
- 员工通道
- Fire Escape Routes – Location of Fire Extinguishers
- 火灾逃生路线 — 灭火器的位置
- Other facilities (Car rental – Book Shop/Barber Shop) + Special Staff Discounts
- 其它设施（汽车出租 — 书店/理发店）+ 特殊员工折扣

Tour of City (can be based on City Map):
城市之旅（可根据城市地图）：

- Main tourist & entertainment attractions (incl. museums, cinemas, restaurants, pubs & discos, beaches)
- 主要旅游与娱乐亮点（包括博物馆、电影院、餐厅、酒吧与迪斯科、海滩）
- Main shopping areas
- 主要购物区
- Post Office – Telecommunication – Banks
- 邮局 — 电信局 — 银行
- Embassy
- 大使馆

I have received the above information to my satisfaction:
本人业已在最大程度上知悉上述信息：

(Signature)

(签名)

(Date)

(日期)

A-B-C KEY PERSONNEL INDUCTION “Getting To Know You” Meetings Schedule

A-B-C 类关键人员入职
“认识你”会议时间安排表

DEPARTMENT 部门	Department Head 部门主管	MEETING 会议		Signature 签名
		Date 日期	Time 时间	
Front Office 前厅				
Housekeeping 客房部				
Food & Beverage 餐饮部				
Banquets 宴会				
Kitchen 厨房				
Finance 财务				

Sales & Marketing 营销				
Engineering 工程				
Purchasing 采购				
Lifestyle Club 生活俱乐部				