



Hospitality  
assured

CARIBBEAN™

Development of Excellence

# Development of Excellence

## Hospitality Assured and Organizational Development

The Introduction Pack has described Hospitality Assured as an operational business tool for continuous improvement. The Standard recognises that as organizations work with the Standard and go through the assessment cycle they will change and enhance their service and business activities.

The following Table provides a broad indication as to how organizations might evolve and outlines 3 milestones for development. It is possible that some organizations will be at different stages for each of the 9 steps; the table however indicates at the initial stage of development, what is required by an organization as a minimum requirement. The standard is not prescriptive, so it will be for each individual organization to look at the activities and concepts at each stage and tailor them to the business needs.

For Hospitality Assured to have an impact, it is important that the organization understands and defines service and business excellence and recognises that the assessment process will measure progress. The Standard does provide organizations with a score and whilst it is not possible to provide a definitive guide as to what an organization will have to do to gain specific marks, this Table suggests how organizations might evolve and refine practices. Change and experimentation will be a feature of such organizations.

An organization at the developing stage of the cycle will be exhibiting good practice in many areas of its operations. Continuous improvement for an organization at this stage will include embedding and modifying processes and reviewing organizational performance against targets set for finance, operations, employees and customers.

An organization at the mature stage will be exhibiting excellence in many areas of its operations. The emphasis will be on maintaining excellence and finding new challenges and developing new ways of working. Innovation and sharing of expertise, alongside benchmarking with external organizations will be a feature of such organizations. Positive trends across all areas of the business will be in evidence.

The activities suggested under the initial stage are an indication of what should be in place for a first assessment. It is possible that organizations will have many attributes of a developing organization at their first assessment, in which case the Table points to a possible development route and demonstrates what organizations can consider to improve their Hospitality Assured ratings.

	Step	Initial stage	Developing Stage	Mature Stage
1	<b>Customer Research</b>	<p>Basic customer research undertaken, i.e. reviewing of existing customer histories, and service and product usage.</p> <p>Review of immediate competitors and product and service offerings.</p> <p>Identification of key customers, stakeholders and clients.</p>	<p>Customer research allows for basic customer segmentation and provides evidence of business performance against known competition.</p> <p>Systems in place to ascertain current customer requirements.</p> <p>Evidence of research and analysis for at least 12 months.</p> <p>External review of local and national market.</p>	<p>Customer segmentation undertaken.</p> <p>Regular external research activities undertaken. This includes reviews of local, national and global markets.</p> <p>Regular benchmarking activities.</p> <p>Research into new markets.</p> <p>Track record of customer research activities with detailed evaluations and clear links to strategic direction taken by the organization.</p> <p>Range of customer research methods applied consistently and regularly.</p> <p>Systems in place to review lost business and potential new users of service.</p>
2	<b>The Customer Service Promise</b>	<p>Service Policy in place that clearly defines the level of service to be delivered.</p> <p>Service promise conveyed to customers through appropriate media and effectively manages expectations.</p> <p>Basic review of service performance against the promise.</p>	<p>Service Policy and procedures clearly aligned to the promise and are effectively communicated to customers, prospective customers, staff and stakeholders.</p> <p>Service promise is applied to all customer interactions.</p> <p>Evidence of some service adaptations based on customer requirements and needs.</p>	<p>Service policy, processes, procedures clearly aligned to delivering on the promise and are actively reviewed.</p> <p>Customer promise is actively reviewed with all stakeholders and a range of communication media are effectively used to convey the promise.</p> <p>The service promise is used for setting the service culture and is fully incorporated across all areas of the business.</p> <p>Organization has comprehensive data on customer needs, satisfaction. Customer loyalty attributes are</p>

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				understood and this information is used to drive the business.
3	<b>Business Leadership and Planning</b>	Business planning process in place that demonstrates that key targets have been set and are monitored. Evidence of positive trends.	<p>Business planning process in place that involves a range of people and is based on effective internal and external research and business trends experienced by the organization.</p> <p>Measures to cover financial planning, sales and marketing.</p> <p>Planning process includes several targets for service delivery, customer satisfaction and employee targets</p> <p>Evidence that strategies are aligned and link to policies and procedures and processes.</p> <p>Business performance is regularly reviewed and evidence of variance analysis in place.</p> <p>Results of improved year-on-year performance for the last 2-3 years available</p>	<p>Business planning process is a continuous process, involving all key identified stakeholders. On-going internal and external research of information which is consistently analysed and evaluated and used to inform business direction.</p> <p>Well-defined measures that are compatible with the business vision. Mission and values are in place and understood throughout the organization.</p> <p>Clearly defined targets and objectives for finance, marketing, sales, operations and service delivery. Relevant customer targets in place that are actively monitored.</p> <p>Employee targets in place, with a clear rationale of how HR strategy is aligned to the Business strategy.</p> <p>Business contingency planning also in place and widely communicated.</p> <p>CSR strategy well developed with relevant indicators in place to monitor performance.</p> <p>Results of improved year-on year performance for 5 years</p>

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4	<b>Operational Planning &amp; Standards of performance</b>	<p>Job descriptions in place for key roles. Staff receives induction and there are documented procedures in place. Processes to achieve desired results are defined.</p> <p>Systems for advising individuals/ departments of operational changes are effectively used, in line with the size and nature of the business.</p> <p>List of preferred suppliers in place and a basic process exists for selecting and managing suppliers to ensure that the customer promise is met</p> <p>Evidence of good working relationships within and outside of the organization</p>	<p>Job descriptions well defined and clearly outline responsibility and accountabilities.</p> <p>Induction and training activities are designed to promote standards and ensure required standard of service consistently delivered.</p> <p>Clear understanding of service standards. Peaks and troughs of service are identified and addressed.</p> <p>Team meetings and hand-over meetings are in evidence.</p> <p>Comparative data and information are used to set challenging targets and operational targets are monitored.</p> <p>Supplier improvement and achievements are recognised, key external partners have been identified and service level agreements are in place.</p>	<p>Job descriptions and personnel specifications are well defined and supported by up-to-date organizational charts and resources such as skills matrix or behavioural and role competencies.</p> <p>Inductions and training are in place to support service delivery. Training includes regular on and off-job training. Evidence of cross-functional training and working in place where applicable.</p> <p>Processes, polices and procedures for all operations are in place and are regularly reviewed and improved as a result of feedback and performance review.</p> <p>Effective communication in evidence with respect to operational planning and contingency planning seem to work. Team meetings, hand-over meetings, and CRM systems support all aspects of operations and service delivery.</p> <p>Multi-skilling of staff in place.</p> <p>Relevant operational targets in place and consistently monitored and evaluated with a view to improving service.</p> <p>Staff able to put forward recommendations to</p>

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				<p>improve operations.</p> <p>The organization and its key partners are interdependent. Plans and policies with respect to external supplies and use of out-sourcing are co-developed on the basis of shared knowledge.</p> <p>Service level agreements in place and evidence of regular and consistent review is available.</p>
4	<p><b>Operational Planning &amp; Standards of performance</b> (Cont'd)</p>	<p>Compliance with relevant legislation to include Health and Safety, Food Hygiene, Fire evacuation procedures are in place and records attributed to these areas are current and kept up-to-date</p> <p>Records in place to demonstrate compliance with COSHH, RIDDOR and HACCP, or equivalent legislation if outside of the UK</p> <p>Employment practices comply with required legislation.</p> <p>Processes to achieve and meet customer promise are defined.</p> <p>Standards of practice available for key service delivery areas.</p> <p>Vision and mission for</p>	<p>Compliance to all relevant legislation is in evidence, with robust record-keeping and monitoring systems implemented and understood.</p> <p>Evidence of effective internal auditing and clear processes, procedures and policy for handling non-compliance.</p> <p>All processes needed to run the organization have been identified and procedures are aligned to these processes.</p> <p>Procedures and standards are clearly communicated and accessible.</p> <p>Responsibility for maintaining and updating the procedures and</p>	<p>Compliance to all relevant legislation is in evidence, with comprehensive record-keeping and monitoring systems implemented and understood.</p> <p>Organization through research and benchmarking activities instigates enhanced standards of performance.</p> <p>Processes, procedures, policies and standards of performance are fully aligned.</p> <p>Procedures and standards are clearly communicated and available in a range of formats, to ensure understanding. There is a consistency of presentation and clearly defined responsibilities and accountabilities with respect to developing and updating standards of performance.</p> <p>People are empowered to act and openly share</p>

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		<p>the organization defined and leadership style facilitates a responsive service culture.</p>	<p>standards is allocated.</p> <p>Individuals are encouraged to come forward with improvements or changes to processes, procedures or standards.</p> <p>Policy, people and processes are aligned. A leadership model exists, with evidence of development activities to support leadership development.</p>	<p>knowledge and experience and this along with customer feedback informs procedures and standards of performance.</p> <p>Evidence of regular review of procedures and standards to ensure that they are in line with the customer promise.</p> <p>Shared values and ethical models exist at all organizational levels.</p>
5	<b>Resources</b>	<p>Budgeting process in place that identifies and costs resource requirements. Stock control undertaken.</p> <p>Maintenance programme in place. Equipment fit for purpose and used appropriately</p>	<p>Budgeting process in place that is actively reviewed. Clear procedures and rationale for identifying all resource requirements.</p> <p>Clear procedures for ordering, storage and stock requisition and stock control with monitoring of all stock movement.</p> <p>System for maintenance requests in place, with system for prioritising requests understood and acted on and follow-up checks maintained.</p>	<p>Budgeting process in place that is aligned to financial strategy and targets and supports the delivery of the customer promise.</p> <p>Budgeting process open and based on discussion and dialogue with input from all relevant centres/departments.</p> <p>Processes, procedures and policies in place for all aspects of procurement.</p> <p>Effective relationship with suppliers, outside agencies and staff allows for flexible resourcing.</p> <p>On-going maintenance programme in place, with targets for completion, response times for call-outs and replacement of faulty</p>

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				<p>equipment monitored.</p> <p>Review of activities looks at how greater efficiencies could be gained from the application of relevant technology. Evidence of technology in place to improve service delivery.</p>
6	<b>Training and Development</b>	<p>Staff inductions in place.</p> <p>Statutory training undertaken and records of such training in place. Performance reviews undertaken for employed staff.</p> <p>On-job training undertaken to support people in their job roles.</p>	<p>Staff inductions and statutory training undertaken and activities recorded.</p> <p>Performance reviews undertaken and recorded, to include review of training and development needs.</p> <p>On and off-job training activities in place and learning activities evaluated post training. Learning activities linked to service and business requirements.</p> <p>Continuous improvement is an accepted objective for every individual.</p> <p>Evidence of recommendations, innovations, improvements originating from staff are available.</p> <p>Reward and recognition programme in place</p>	<p>Clear training and development path for all individuals from induction to departure.</p> <p>Succession planning and career development, along with business and service targets inform training and development opportunities and delivery.</p> <p>Learners' learning preferences are catered for and a range of learning opportunities ranging from outside courses to in-house training programmes, coaching and on-job training available.</p> <p>Skills matrix or competencies are in place to determine level of skills, knowledge and qualities required for each post.</p> <p>Performance review is undertaken on an annual basis and the outcomes of these reviews include a review of development activities.</p> <p>The impact of training and development is reviewed at individual, team and organizational level and linked to measures such as customer satisfaction ratings.</p>

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				<p>Employee surveys are in place.</p> <p>Successful innovation and improvement is widespread and integrated.</p> <p>Reward and recognition scheme in place for all staff.</p>
7	<b>Service Delivery</b>	<p>Internal auditing to monitor service delivery performance is undertaken.</p> <p>Review of service performance undertaken.</p> <p>Customer satisfaction targets set and basic evaluation undertaken.</p> <p>Legal and regulatory requirements are understood and met.</p> <p>Statutory records maintained to an acceptable level.</p> <p>Record of feedback maintained and evidence of positive feedback.</p> <p>Evidence in meeting minutes of ideas and discussion taking place.</p>	<p>Service delivery actively reviewed and internal auditing undertaken on a regular basis and documented.</p> <p>Statutory records maintained</p> <p>Customer satisfaction surveys undertaken, targeted response rate and satisfaction ratings available, evidence of analysis and evaluation, stated ratings gained or exceeded.</p> <p>Meetings, suggestion schemes, improvement programmes demonstrate ideas and innovations and provide evidence of new ideas being implemented.</p> <p>Evidence of effective environmental management, to include energy</p>	<p>Service delivery actively reviewed and supplemented by pre and post event briefings.</p> <p>Internal auditing process undertaken in a consistent fashion and results disseminated, with clear actions identified and follow-up monitored.</p> <p>Internal auditors trained to undertake reviews.</p> <p>Statutory records maintained.</p> <p>Customer satisfaction ratings stated and customer feedback mechanisms designed to meet desired response rate.</p> <p>Customer feedback regularly sought from all key stakeholders. Analysed and evaluated and data used to improve service. Customers advised how feedback has been used.</p> <p>Organization has well defined CSR strategy and policy and procedures.</p> <p>Star service is rewarded and recognised and</p>

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			<p>efficiency measures in place.</p> <p>Evidence of working with the wider community, supporting community events</p>	<p>customer satisfaction ratings are an integral aspect of performance management.</p> <p>Customer feedback results widely disseminated and customer satisfaction ratings tracked.</p> <p>Regular engagement with the wider community and education.</p>
8	<b>Service Recovery</b>	<p>Complaints procedure in place that is understood by staff and enacted.</p> <p>Complaints reviewed and corrective action taken to resolve complaint and prevent re-occurrence of such a complaint.</p>	<p>Complaints procedure in place and responsibilities with regard to handling complaints understood by all staff.</p> <p>Staff empowered to handle complaints. Complaints and causes of complaints reviewed. Corrective actions against complaints reviewed.</p>	<p>Complaints procedure in place and responsibilities and response rates to handling complaints clearly identified and understood.</p> <p>Training provided to staff with regard to handling complaints.</p> <p>Targets set in response to number of complaints or reducing complaint rates.</p> <p>Complaints actively reviewed and corrective action communicated. Effectiveness of any changes made as a result of a complaint is monitored.</p> <p>Near misses reviewed and staff encouraged to provide feedback on if they believe customers are dissatisfied, even if no complaint has been made.</p> <p>Review of buying patterns, and lost business utilised to examine potential areas of customer dissatisfaction.</p>

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9	<b>Customer Satisfaction Improvement</b>	<p>Customers are encouraged to comment on service.</p> <p>Basic benchmarking activities undertaken.</p> <p>Targets for customer satisfaction ratings in place.</p>	<p>Customers, stakeholders and employees are actively encouraged to comment on service offered.</p> <p>Customer satisfaction ratings targets in place. Feedback demonstrates the meeting or exceeding of ratings</p> <p>Different formats used to ascertain customer satisfaction and results are used to improve service.</p> <p>Evidence of satisfaction ratings improving over a given timescale.</p> <p>Benchmarking undertaken on a regular basis, competitors and non-competitors reviewed and staff are actively involved in benchmarking activities.</p>	<p>Customers, employees, stakeholders and suppliers asked to provide feedback on service.</p> <p>Organization identified what factors are important to the customer and ascertained expectations and satisfaction surveys are based on these and are clearly quantifiable, with a gap analysis undertaken. Range of methods used to gain feedback, with response rates being set, as well as satisfaction ratings. Feedback responses and ratings are representative of customer base.</p> <p>Evidence of the use of focus groups and mystery guest activities.</p> <p>Improvements to service are widely communicated and ideas for service improvement are acknowledged.</p> <p>Benchmarking undertaken on frequent basis. Benchmarking reviews various aspects of other organizations and the information gathered from such exercises is actively reviewed.</p> <p>Customer satisfaction ratings are set at high levels and achieved and evidence of year-on-year improvement.</p>

