



INVESTORS IN PEOPLE
Scotland

Name: Sheraton Grand Hotel and Spa
Profile: Hotel
Size: 265 employees
Location: Festival Square, Edinburgh
Website: <http://www.starwoodhotels.com/sheraton/>

Background

The Sheraton Grand Hotel & Spa is a five-star hotel located in the centre of Edinburgh. Recognised as one of Scotland's leading international deluxe hotels, providing guests with the ultimate in luxury, capturing all the colour and character of a classic Scottish Hotel. The hotel combines the excellence of an international property with warm Scottish hospitality.



Elaine Morrison, Training and Development Manager, tells us about Sheraton Grand Hotel and Spa's recent Investors in People recognition.



Why Investors in People?

"We believe that best practice in Training and Development is intrinsically linked with higher service performance, which in turn leads to improved business and financial performance. In other words how can we motivate and inspire our associates to deliver a 5 star service, day in day out, if our training and development offer is not consistent with this goal? The Investor in People Standard helped us identify how to improve the way we work by giving us feedback from our employees on how it really is for them.

Also, we had recently introduced a new four day "Sheraton Service Culture" training programme for all employees which was a huge investment in time and money and it was important for us to find out how this culture change had been received."

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What differences has achieving the Standard made to your business and the way it works?

“We now have a clear and realistic view of where we were before we achieved the Standard, where we were once we had achieved the Standard and, most importantly, *where we want to go* for the continued success of the business and it’s people.

To this end, we are about to implement an internal Supervisory and Management Development programme to ensure our stars of the future have the resources available to grow confidently into their next role.”

How do you think being Reviewed has helped?

“Once you achieve Investors in People recognition it is important that you not only continue to meet the Standard, but also ensure that any points highlighted for improvement are actioned and that you continuously develop the business and it’s people. The review has shown us that we have achieved the points for improvement which were highlighted during our previous review. Continuous improvement and new initiatives implemented over the last three years have been well received and made a real difference.

For example, in May 2005 we introduced a dedicated Training and Development Centre. This exciting move involved the re-structuring of the hotel’s busy Human Resources Department which was previously responsible for the Training and Development Function. The Development Centre Team consists of Training and Development Manager, Assistant Training and Development Manager and Food and Beverage Training Executive, supported by 25 Department Trainers.

The Development Centre is a ‘One Stop Shop’ offering learning and development opportunities. We also have a wide range of resources to assist out employees with their studies. We have developed a culture that is fair, open and flexible and the structure now enables us to be more involved.”

Have there been any specific benefits to the bottom line and/or staff retention as a result?

“Labour turnover has decreased considerably. We are committed to promoting from within wherever possible. Previously staff had been unsuccessful with internal applications due to the size of the skills gap from the job they were doing to the job they were applying for. Now we proactively develop individuals towards their next role so they are ready for promotion when a suitable position arises avoiding costly external recruitment and increasing motivation and morale of the individual.”

Example;

“The training and development I have received at the Sheraton Grand Hotel & Spa has been a huge inspiration for me. I have been encouraged to attend courses that suit my needs and progress my development. This has allowed me to advance quickly within departments and proceed to other areas of the hotel. Since beginning 6 years ago I have expanded a variety of skills, knowledge and experience that have provided the backbone to my future career”

Stuart Shaw - Group & Events Sales Executive

(Joined Housekeeping department in November 2001, promoted to Concierge November 2003, promoted to Guest Service Agent August 2004, promoted to Lead GSA June 2005, promoted to Events Executive September 2005, promoted to current role in October 2006.)



What is your overall philosophy about your relationship with your staff?

“The success of People Development at the Sheraton Grand Hotel and Spa comes right from the top. Our General Manager has a fierce commitment and belief in the benefits of development opportunities both from an individual, team and business perspective. He gives time, energy and voice, promoting the fact that every individual contributes to the success of the organisation.

We offer training and development opportunities to all employees from the day they begin their employment until the day they leave. We believe that our success is due to our continual focus on employee development, our commitment to training and our desire to exceed customer expectations; both internally and externally. “

How do you reward people whom have shown special initiative?

“We have a comprehensive reward and recognition programme which includes Instant Rewards. “Caught in the Act” feedback cards & “Little Stars” distributed by Managers, Supervisors, and Department Trainers to employees celebrate ‘Comforting Moments’ & ‘Instant Recognition’. Instant Rewards recognise how the little things that people do can really add up to make a big difference. “

What would you say to anyone considering Investors in People?

“It doesn’t matter how good you think you are at developing your people, you can *always* do better! Aiming for the Investors in People Award allows you to make sure you are doing everything you can to meet the standard and there is a great sense of achievement and satisfaction for everyone involved when you prove that you are up there with the best!”

