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THE SHADOW OF CULTURES ON CREATION OF NEW HIRE TRAINING
MANUALS

Bachelor's Thesis 2009

ABSTRACT

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KOUSA, MARJA The Shadow of Cultures on Creation of New Hire Training Manuals

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culture

New hire training is a crucial point in a company's future success. Training that has been carried out well prevents unnecessary staff turnover and improves service quality. This is especially important in a hospitality business like the Rosen Hotels & Resorts where the action research of this thesis was made. The project was commissioned in 2008 and the aim was to create new hire training manuals for six departments in the company.

The aim of the thesis was to seek the most suitable learning method for a variety of people with different cultural backgrounds and to explain how the cultural differences affected the new hire training manual creation.

New hire training manual project as an action research was discussed and the results of it were reflected with existing culture models. The theoretical aspects were covered with four culture theories from famous culture anthropologists.

As a conclusion it was discovered that a written training manual would not be the best possible learning method for Rosen Hotels & Resorts employees. Although the way it has been designed, foreseeing the cultural differences, it has potential in serving well both the requirements set by the company and the needs of the employment.

REFERAATTI

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Uusien työntekijöiden koulutus on ratkaiseva tekijä yrityksen onnistumisessa. Hyvin toteutettu koulutus ehkäisee tarpeetonta työntekijöiden vaihtuvuutta ja parantaa palvelun laatua. Erityisen tärkeässä asemassa se on hotelli alalla kuten tämän opinnäytetyön tilaajalla, jossa myös toimintatutkimus toteutettiin. Projekti toteutui vuonna 2008 ja sen tarkoituksena oli luoda uusien työntekijöiden koulutusoppaat kuudelle eri Rosen –hotellin osastolle.

Opinnäytetyön tarkoitus oli löytää sopivin oppimismenetelmä erikulttuurisille työntekijöille ja selittää, miten kulttuurierot vaikuttivat koulutusoppaan tekoon.

Uusien työntekijöiden koulutusoppaan tekoprosessi on selitetty ja sen tulokset peilattu jo olemassa oleviin kulttuurimalleihin. Teoreettisen pohjan työ sai kuuluisien kulttuuriantropologien malleista.

Opinnäytetyön tuloksena selvisi, ettei painettu koulutusopas ole paras oppimisväline juuri tämän yrityksen tarpeisiin. Siitä huolimatta yritys voi hyödyntää koulutusopasta, sillä sen teossa on otettu huomioon kulttuurierot.

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1 INTRODUCTION

New hire training as such is a crucial activity for a company's future success. If a company fails already at this early stage it might cause high turnover in human resources that again means additional costs, frustration between the workforce, and even quality defects in the company's operations. It has been proven that effective training has a connection with job satisfaction and organizational commitment, these in turn affect staff retention. Failure in that may threaten quality standards and profitability of the company. (Poulston 2008.)

The objective of this thesis was to find out whether printed new hire training manual is the best solution for a hospitality business company Rosen Hotels & Resorts and how cultures effected in the creation of it. The background for the thesis is an action research commissioned by the company in 2008 during practical training at the Human Resources department. The outcome of the research was six training manuals and the purpose of them was to help managers in the company with new hire training. Information was collected over a three months period from the hotel managers and then gathered into manual books, which are handed to each new employee at Rosen Hotels & Resorts. The manual writing process will be explained more thoroughly in the following pages and the main aim is to explain how cultures played a key role in the whole project, both in collecting data and processing it.

As this thesis reflects the results of an action research, a part of it is based on my own observations and explanations. Though, there are certain cultural theories explained to serve as a basis on which the findings can be reflected. Those are Richard D. Lewis' Cultural Types, Fons Trompenaars' model on cultural differences, Edward T. Hall's model on high- and low context cultures and Geert Hofstede's model on five cultural dimensions. Other culture studies are also used to back up the text with theoretical aspects.

The main concepts of this research are new hire training, national culture, corporate culture, and gender based culture. These last three will be compared at many parts of the text as is explained how they all affected the process of writing the manuals. As to the cultures the focus is on American and Latin American

cultures, as those are the two biggest origins of employment at Rosen Hotels & Resorts. This thesis will not compare American and Finnish cultures from the project's point of view but only from the writer's own perspective when her origin assumingly affected the process.

Figure 1 represents the structure of this thesis. It is a research project diagram but does not directly refer to the page order. It shows that the culture models are introduced to explain the behavior tendencies of the people engaged in the new hire manual project. Further on the corporate culture of the operational environment of the project is explained, as well as the main features of gender-based culture. All these theoretical aspects are then reflected with the new hire training manuals project and together form a basis for conclusions.

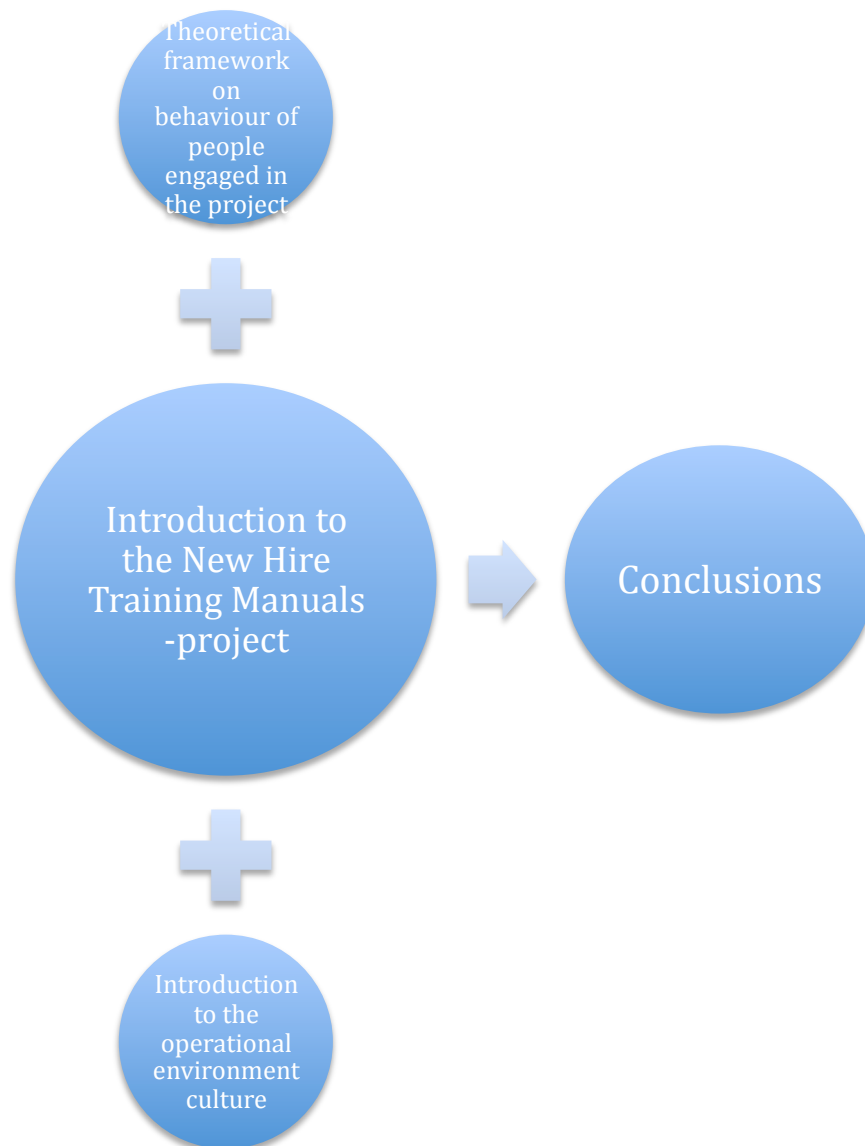


Figure 1. Structure of the thesis

As a conclusion there is an analysis as to whether the new hire training manuals were created keeping in mind the cultures of the target group and of the operational environment and whether a printed manual is the best learning tool for the target group.

Rosen Hotels & Resorts – RH&R

Rosen Hotels & Resorts is a privately owned company, which consists of four family oriented hotels and three business oriented convention properties. Altogether the company employs around 4000 people. The company is lead by the owner Mr. Harris Rosen who established the first property in 1974. The three bigger convention properties are named after him; Rosen Centre, Rosen Plaza and Rosen Shingle Creek. (see Appendix 1.)

The properties are located in Orlando, Florida USA, which is one of the biggest tourist attraction in the world. Orlando has many major theme parks including the Walt Disney World, Universal Studios and Sea World. (Tourist Florida 2009.) All the Rosen Hotels Family & Leisure Vacation hotels have convenient connections to the main theme parks. The convention properties are aimed more for business people and conventions, so they include a lot of designated space for conventions as well as a close by location to the Orange Country Convention Hall. (see Appendix 1.)

All the properties are individually managed. They all have their own general manager who is responsible for the property operations. The Family & Leisure properties are managed under different brands (Quality Inn, Comfort Inn, and Rodeway Inn), so without knowing it would be difficult to tell that they belong to the Rosen Hotels group. (see Appendix 1.)

The Rosen Hotels & Resorts believes in personal growth. Most associates at the managerial level or above have started from the bottom. This is also pretty much the only way to advance in the company. Most higher-level positions are filled with people who are already with the company. School degrees have little or no influence in the recruitment. If a position becomes vacant it is most likely filled with a person who has no education but a long history with the company, rather

than with a person who has a university degree but has never worked for the company nor any other company in the hospitality business. This kind of way of thinking probably originates from the fact that most people who are currently working for the company have very little or no educational background at all. So, in a way this is one way to motivate these people to work really hard but it does have its downsides as well. I believe that the products of this mindset are managers who are unable to grow, to think outside the box and to lead with a bigger vision. They are good at what they do, at the moment.

It would seem that RH&R is a financially giving company. Mr. Rosen is often involved with charity. His company is really designed with the associates in mind. Rosen Hotels & Resorts has its very own medical center, which is available for all the associates and a family outreach center, which is there to help the less fortunate associates and their families. These kinds of benefits are luxuries considering the fact that the company operates in a country where a government run social security system is underdeveloped.

In addition to the business, Harris Rosen has made various efforts in improving the community. In 1993 a project called Tangelo Park Pilot Program was launched. The project was to help not so well off children and their parents and provide the children free of charge education. Rosen has also donated more than \$22 million to the University of Central Florida for the creation of a world-class school of hospitality management, and he has become involved in such diverse projects as *Water for Haiti*, raising funds to purchase specialized water filtration devices in order to provide fresh drinking water to one million people in Haiti (see Appendix 1). The hospitality campus of the University of Central Florida is actually named after Mr. Rosen; Rosen School of Hospitality Management. More in-depth information of the company can be read in Appendix 1.

2 FRAMEWORK ON DIFFERENT ASPECTS OF CULTURE

Culture is the collective programming of the mind which distinguishes the members of one group or category of people from another (Hofstede & Hofstede 2005, 4). Basically this means that a certain group can be identified not only by their habits, traditions, the language they speak and other visible variables but also by some invisible characteristics such as values and beliefs. Edgar Schein quoted by *Changing Minds*, states exactly the same thing when defining organizational culture by saying that *Culture is the deeper level of basic assumptions and beliefs that are shared by members of an organization, that operate unconsciously and define in a basic 'taken for granted' fashion an organization's view of its self and its environment* (Changing Minds 2009a).

Dutch culture anthropologist Fons Trompenaars and a British consultant (Trompenaars & Hampden-Turner 1997, 20-21, back-cover) sees that it is the individuals who define the culture by having *sub-conscious and concrete expectations on meanings*. They say that also existence of mutual beliefs of meanings is one indicator of culture. Still the concept of culture is very inclusive and might have as many definitions and associations as there are people on Earth.

Trompenaars and Hampden-Turner (1997, 21) define also three layers of culture: explicit culture, norms and values and implicit culture meaning assumptions about existence (see Figure 2). Explicit culture means the observable side of a certain culture, for example language. According to the writers explicit culture tells more of who we are than the person or group we are observing because we interpret the observations according to our own mindset. That reveals our own norms and values, which is the second layer of culture. The third layer consists of the logical assumptions of survival that people have made during centuries and based on the geographic regions they live in. These assumptions have evolved to certain habits that promote survival. A certain culture has common assumptions and that is what defines it. (Trompenaars & Hampden-Turner 1997, 21-24.)

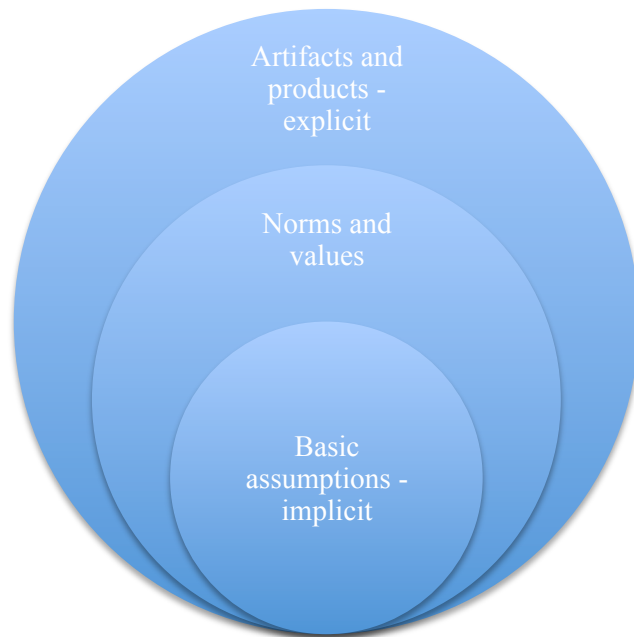


Figure 2. A model of culture (Trompenaars & Hampden-Turner 2008, 22)

Geert Hofstede and his son Gert Jan Hofstede (Hofstede & Hofstede 2005, 11) define somewhat different layers of culture. These layers are:

- National
- Regional, Ethnic, Religious and/or Linguistic
- Gender
- Generational
- Social class
- Organizational, Departmental and/or Corporate

National level is defined according to the country of origin. Often countries are big and diverse that they cannot be well measured as a compact national culture. Then it is better to divide them to regional, ethnic, religious and linguistic groups. Gender is an obvious layer of culture. Generational level separates grandparents from parents and yet again from children. Social class associates with education and people's occupation and profession. Organizational, departmental and corporate levels define the values and cultural structures within a company. (Hofstede & Hofstede 2005, 11.) This thesis discusses in depth the concepts of Figure 3. They derive from the Hofstede & Hofstede model on layers of culture.

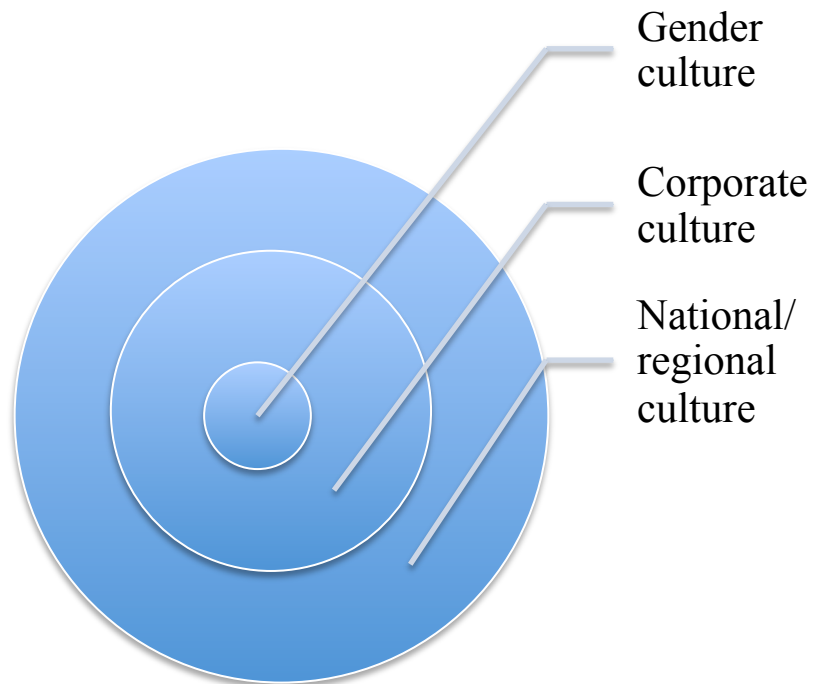


Figure 3. Layers of culture introduced in this thesis based on Hofstede & Hofstede (2005, 11)

Since the mindsets of individual human minds are not necessarily in harmony with the assumed values of a certain culture level, it is difficult to anticipate the behavior of people in new situations or generalize the behavior of people in certain culture. Therefore a person's cultural origin does not always reflect the true nature of their anticipated behavior. (Hofstede & Hofstede 2005, 11.)

In the following chapters different cultural models will be discussed in more detail and the term cultural dimension will be in extensive use. In this context dimension refers to *an aspect of a culture that can be measured relative to other cultures* (Hofstede & Hofstede 2005, 23).

2.1 How does cultural origin differ from physical background?

Anthropology is the science that studies humans. (Encyclopedia Britannica, 2009a)
 In this thesis cultural anthropology is used in terms of cultural theories created by famous culture anthropologists, as well as in the empirical part where the effects of different cultures at the Rosen Hotels & Resorts are studied in action.

The two major disciplines of anthropology are physical and cultural. Physical anthropology studies human evolution, human variation and its significance and the biology behind human behavior. (Encyclopedia Britannica, 2009a) That means that indicators of physical background such as the skin color, which sometimes reveals also the ethnic origin of a person, tell us more about the physical background than the cultural origin. On this basis we can say that these two disciplines are related but physical background is not the same as cultural origin.

The two linked yet smaller disciplines of anthropology are linguistics and prehistory. Prehistoric archaeology and linguistics are more closely related to cultural anthropology than to the physical. As a matter of fact linguistics and the language of a culture is a very essential part of the culture because it reveals all kinds of oral expressions including myths, folk tales and proverbs. (Encyclopedia Britannica 2009a)

2.2 Cultural models

Cultures can be categorized with certain dimensions to them. Culture anthropologists study cultures and create these categorizing tools; cultural models. This thesis introduces four of the most famous models and tries to compare them in order to be able to sum up the main features to the cultures of the project target group.

2.2.1 Model on cultural differences by Fons Trompenaars

Fons Trompenaars and Charles Hampden-Turner have studied the differences of cultures by measuring them in five categories of value orientations.

- Universalism versus particularism
- Communitarianism versus individualism
- Neutral versus emotional (affective)
- Diffuse versus specific
- Achieved status versus ascribed status

(Trompenaars & Hampden-Turner 2008, 29)

The first dimension is whether the culture is *universalist or particularist*. Universalists apply general rules to everything and particularists apply exceptions to the existing rules whenever the case so requires. *Communitarianism versus individualism* is very easy to interpret. Individualist cultures emphasize the rights and well-being of a person and communitarianists put always the group, family, organization or whole nation to the first place. (Trompenaars & Hampden-Turner 2008, 31-52.)

One dimension to differentiate cultures is to define whether they are *neutral or emotional*. The variables reveal that a culture is either neutral, which means that people are not supposed to express their feelings openly whereas in an emotional culture, affections are expressed loudly. In *diffuse* cultures people tend to look for the big picture and not stick to one variable. Morality is situational upon the person and context encountered. *Specific* cultures are more direct, transparent and consistent with their moral. Work and private life are sharply separated in specific cultures. There are cultures where status is seen as something a person achieves by right actions. In other cultures status is gained naturally for example through higher age. These culture-defining dimensions are called *achieved status versus ascribed status*. (Trompenaars & Hampden-Turner 2008, 69-102.)

There are two more culture distinctive definitions that Trompenaars and Hampden-Turner (2008, 123-141) introduce. They are:

- Time as sequence versus time as synchronization
- Inner-directed versus outer-directed

In cultures where time is understood as a sequence things are supposed to happen in a following order whereas in cultures where time is synchronized, events are seen as parallel structures and multiple events and efforts occurring at the same time. In inner-directed cultures people find solutions by using their own minds and judgment whereas in outer-directed cultures the reasoning is backed-up with data from outer sources. (Trompenaars & Hampden-Turner 2008, 123-141.)

2.2.2 High- and low context cultures by Edward T. Hall

Edward T. Hall categorizes cultures into two groups, to high- and low context cultures. The separation is made according to the understanding of contextual elements in written and oral communication. In high-context cultures like the French culture people take a lot for granted and understand a lot better the unwritten messages and non-verbal communication than the people from low-context cultures. As can be seen in Table 1, in low-context cultures such as the American culture, communication is based on simple and clear messaging, reactions are outward and relationships are not that important and thus quite fragile. Also loyalty is not as common as it is in high-context cultures. (Hall 2009.)

Hall (2009) has in fact made similar findings in his studies as Fons Trompenaars and Charles Hampden-Turner. When the theories are compared it can be noted that Trompenaars' concept of universalism has same elements as Hall's definition of low context cultures, and particularism on the other hand is similar to high-context cultures. Particularists seek for exceptions and judge their opinion depending on the situation and not the general rules. In high-context cultures where people can read between the lines and decode better non-verbal communication it is possible to be a Particularist. But when a person comes from a low-context culture where messaging is very clear and verbal, they can doubtfully base their decisions on anything other than what is the general rule and what has been said. Consequently low-context cultures are similar with universalists cultures.

Table 1 Contrast of the definitive factors between high- and low context cultures (Hall 2009)

FACTOR	HIGH-CONTEXT CULTURE	LOW-CONTEXT CULTURE
<u>Overtness of messages</u>	Many covert and implicit messages, with use of metaphor and reading between the lines.	Many overt and explicit messages that are simple and clear.
<u>Locus of control and attribution for failure</u>	Inner locus of control and personal acceptance for failure	Outer locus of control and blame of others for failure.
<u>Use of non-verbal communication</u>	Much nonverbal communication.	More focus on verbal communication than body language.
<u>Expression of reaction</u>	Reserved, inward reactions.	Visible, external, outward reaction.
<u>Cohesion and separation of groups</u>	Strong distinction between in-group and out-group. Strong sense of family.	Flexible and open grouping patterns, changing as needed.
<u>People bonds</u>	Strong people bonds with affiliation to family and community.	Fragile bonds between people with little sense of loyalty.
<u>Level of commitment to relationships</u>	High commitment to long-term relationships. Relationship more important than task.	Low commitment to relationship. Task more important than relationships.
<u>Flexibility of time</u>	Time is open and flexible. Process is more important than product	Time is highly organized. Product is more important than process.

According to Hall (2009) also interpretation of time concept differs among different cultures. There are *monochronic* and *polychronic* people. Monochronic concentrate doing one thing at a time and do careful planning. Hall claims that many Westerns are monochronic people and usually belong to a low context culture. Polychronic people tend to value more the interaction between people than operational continuity. Hall says that many native Americans are polychronic and they do get things done but are not as time oriented as some other cultural groups. (Hall 2009.) Hall's definition of polychronic cultures equals to the Trompenaars' synchronic culture (Trompenaars & Hampden-Turner 2008, 124).

The third factor that can help in categorizing different cultures is the need for space. Some people need more personal space than others and some are very conscious of the land and properties they own. (Hall 2009.)

2.2.3 Cultural Types by Richard D. Lewis

Richard D. Lewis categorizes cultures to linear-active and multi-active cultures. The main idea is basically the same as with the definition of Hall's monochronic and polychronic cultures. Linear active people make consistent and tight schedules and complete one task at a time, whereas multi-active people are very flexible and the reality and social communication is more important than getting things done. They do get things done, but not one by one. (Lewis 2006, 29-30.) The third option is a reactive nation, for example Japan, China and Finland, where listening others before acting and making decisions is extremely important (Lewis 2006, 32-34).

According to Lewis, age reflects in the categorizing too. Young people are often either linear- or multi-active, but as they get older they turn more reactive. Also profession influences the grouping between linear-active and multi-active. Naturally a person with linear tendencies ends up as an engineer, accountant or some other profession that requires use of simple theories, whereas a multi-active person needs a more flexible and emotional profession for example sales person or teacher. Doctors and lawyers on the other hand need to develop reactive skills in case they do not acquire those by nature. (Lewis 2006, 43.)

Richard Lewis makes a distinction also between people who first need to gather extensive amount of data in order to produce information, and those who gather information from events and business meetings, in other words from oral communication. These two groups are called Data-Oriented and Dialogue-Oriented. Finland belongs to the Data-Oriented culture group but also to a third group, the Listeners. They already are Reactive by nature. They believe that decisions should be based on data as well as listening to others' opinions. (Lewis 2006, 48-52.)

2.2.4 Five cultural dimensions by Geert Hofstede

Geert Hofstede's (Changing Minds 2009b) method of studying cultures was to measure five dimensions of culture on a scale from 1 to 100. These dimensions are Power, Self, Gender, Predictability, and Time.

According to Itim International (2009), Hofstede's company, the 'Power' or more thoroughly 'Power distance' measures the acceptance of unequal power distribution in the nation. The lower the power distance level is the more people co-operate and make decisions together. 'Self' refers to Hofstede's theory of Individualism versus Collectivism. Referring to the names, in individualistic cultures people operate independently and in collectivist cultures, such as many native tribes, they base their operations in the whole group's benefit. Loyalty is extremely emphasized in a collectivist culture. (Itim International 2009.)

Gender is also an important indicator of equality within a culture. In Masculine cultures men are men and women are women. Women have more tender and caring values and men tend to compete with each other. When both women and men have equal values, yet seen as feminine values, the culture is considered Feminine. (Itim International 2009.)

'Predictability' refers to Uncertainty Avoidance Index, which tells whether a nation has strict and thorough laws and regulations in order to avoid unpredictable situations and whether they are uncomfortable in such situations or not. People in uncertainty avoiding countries are more emotional. The opposite type, uncertainty-accepting cultures, are more tolerant of opinions different from what they are used to. They try to have as few rules as possible. People within these cultures are more phlegmatic and contemplative, and not expected by their environment to express emotions (Itim International 2009.)

The last cultural dimension of Hofstede's study measures how nations interpret time. There are cultures with strong long-term orientation and cultures where people tend to concentrate on what is happening now which means they are short-term oriented. Long-term oriented people value *thrift and perseverance* (Itim International 2009). In short-term oriented nation the social obligations and

protecting one's face is more important than operational continuity (Itim International 2009). This definition of short-term orientation is very similar to Edward T. Hall's (Hall 2009) explanation of polychronic people and yet again to high-context culture. In other words a person who needs specific but simple verbal communication can concentrate only on short-term tasks because a) they do various things at once (Polychronic) and b) they prefer to socialize with other people even if it steals time from the actual task.

There has been at least one person daring to criticize Hofstede's theory and especially his book 'Cultures' Consequences'. Galit Ailon, a Sociology and Culture Anthropology PhD from an Israeli University published her criticism in 'Academy of Management' (4/2009) (Bar-Ilan University 2009, Academy of Management 2009). Her focus was to mirror the value dimensions of the book as a means for revealing the underlying values that the book completely endorses. *By deconstructing the text with its own constructs, Ailon delineates the normative viewpoint of Cultures' Consequences and demonstrates the ways by which the book devalues some non-Western societies while idealizing some Western ones* (Prasad 2009).

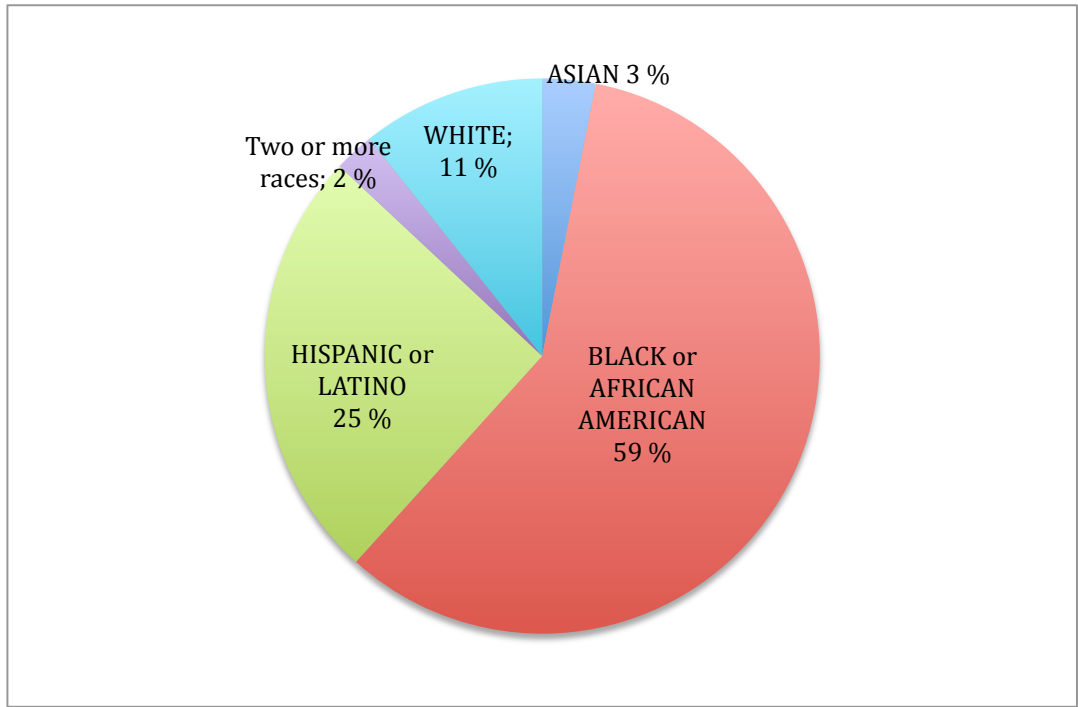
According to Ailon, her theoretical contributions include the following: (1) there is a need to rethink Hofstede's cultural categories as well as other taken-for-granted analytic categories for representing "otherness"; (2) the problem of representing "others" is greater than that captured by cultural relativism which is the problem of power. Hence, every step of theory development [in IM] should be supplemented with political awareness; and (3) mirroring Culture's Consequences shows how social science was revealed as a political mechanism that could sanctify too much of what can be said in its name. Social science, too, is larger power-distance and it can be employed to sanction Western values (Prasad 2009).

2.3 National culture and regional culture

National culture holds the same elements as the definition of culture in general explained at the beginning of this chapter. As it is sometimes problematic to define national culture explicitly, it is wise to part the shares it consists of, which are regional, ethnic, religious and linguistic groups.

The workforce at the four Family & Leisure hotels of RH&R originates from the United States, Haiti, Dominican Republic, Bahamas, Puerto Rico, Columbia, Mexico, Honduras, Cuba, the Philippines and Vietnam. Figure 4 shows how the biggest ethnic origin, 59% of all HR is Black or African American. According to the HR Director of Rosen Hotels, Ms. Jonni Kimberly (Kimberly 2009), half of those 59% are a mix of American ancestors descending from African tribes and half originate from Haiti. The second largest group, 25% come from Latin America. The rest are 'Asian', people with 'two or more races', or 'White' which means they are basically U.S. citizens. As roughly half of the Black or African American belong to the American culture and additionally there are the 11% of White, the total share of people with American culture background is 41%. When talking about American people and culture the word American refers to United States national. Furthermore the second half of Black or African American coming from Haiti added to the 25% of Hispanic or Latin people form a total Latin group of 55%.

As it would be too extensive to measure the effects of all national cultures the concentration is on the two regional cultures, America and Latin America, the two biggest sources of workforce.



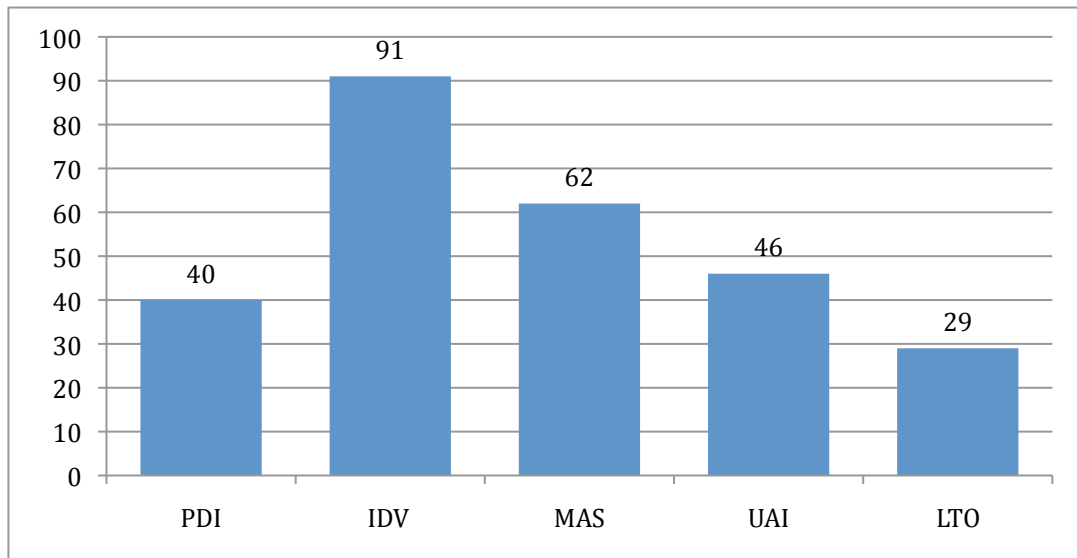
Ethnic origin	BLACK or AFRICAN AMERICAN	HISPANIC or LATINO	WHITE	ASIAN	TWO OR MORE RACES
Countries	½ from Haiti, ½ a mix of original U.S. ancestors	Puerto Rico, Dominican Republic, Cuba, Mexico, Honduras, Colombia	U.S.	Philippines, Vietnam	Mixture of various races

Figure 4. Ethnic origins of workforce (Rosen Hotels & Resorts 2009)

2.3.1 American culture

Geert Hofstede (2009a) has outlined some dimensions of the American culture in his studies. Figure 5 shows how Power Distance is quite low in the United States. On the other hand the culture is very individualistic. On corporate level these two dimensions can be seen in the eagerness to express own greatness and the need to thrive for ones own benefit. Masculinity is over 60 and that expresses how the nation is run by men whereas women need to abandon their female features in case they wish to compete on the same level.

Yet referring to Figure 5 and the Uncertainty Avoidance index, the people in American culture are capable of handling unfamiliar situations, and they have tolerance for different idealisms, thoughts, and beliefs. The culture is not long term oriented though. The value in this category was 29 whereas the comparative world average value is 45.



PDI	IDV	MAS	UAI	LTO
Power Distance	Individuality	Masculinity	Uncertainty Avoidance	Long-term Orientation

Figure 5. United States culture (Hofstede 2009a)

Hofstede (2009a) claimed the culture not to be long term oriented. Instead most studies of the dominant Euro-American culture in the United States find that it is future oriented. It is also focused on doing, emphasizes individualism as mentioned in the Hofstede's study as well, aims to be dominant over nature, and believes that human nature is mixed, some people are good and some are bad. (Carter 1990, 31, 71-79) By contrast, most studies show that native cultures are past oriented, focused on being, emphasize group relations, attempt to be in harmony with the nature, and believe that people are fundamentally good (Russo 2000, 165-177). The American culture, or in this case the culture of the United States is such a melting pot of different cultures, original American-, native- and foreign cultures, that we can not explicitly border the features of it. But as the topic must be somewhat limited this work concentrates on mirroring the observations gathered at RH&R to the common concept of Euro-American culture.

Trompenaars and Hampden-Turner (2008, 33-125) describe Americans as universalists, individualists, somewhat neutral affective, specific, and with achieved status. Their time orientation is sequential. By proving that American culture is sequential we can say that it is also monochronic (Hall's theory) and linear-active (Lewis's theory) since all these dimensions are similar.

As an example of Americans being universalists, can be the work applying process at the RH&R. As it has always been, the applicants come to the HR office to seek for a job and all of them are required to fill in a paper application. Then the hundreds of applications weekly are typed in on a computer. This requires at least the effort of two employees. Plus it is sometimes very hard to read some people's handwriting and that alone might cause mistakes in the application process. After that the paper applications end up to a recruiter's desk where they are sorted to the interesting ones and the immediate rejected ones. The rejected ones return to the first desk where the HR person once again types in the names to another database, which creates address labels for the so-called TBNT-cards (Thanks but no thanks – cards).

Since the available positions are already listed online at the company's website and it is possible to apply online as well, I believe it would be more efficient if also the HR office would have customer computers where the applicants could fill in the application electronically by themselves. This would obviously pose additional costs because the computers would first need to be purchased, but in the end it would be a big saving in terms of saved paper, transportation costs and wages of the two employees who currently type in data. Not to mention that giving up paper applications would also be an eco-friendly action. Besides the company already has an IT subsidiary so it could be more advantageous to establish an efficient electronic application system.

2.3.2 Latin American culture

Latin America consists of all countries down from Mexico (Lanic 2009). The foreign people at RH&R come from the following regional cultures Caribbean, Mexico, Middle- and South-America but in this context they all are referred shortly as Latin American countries.

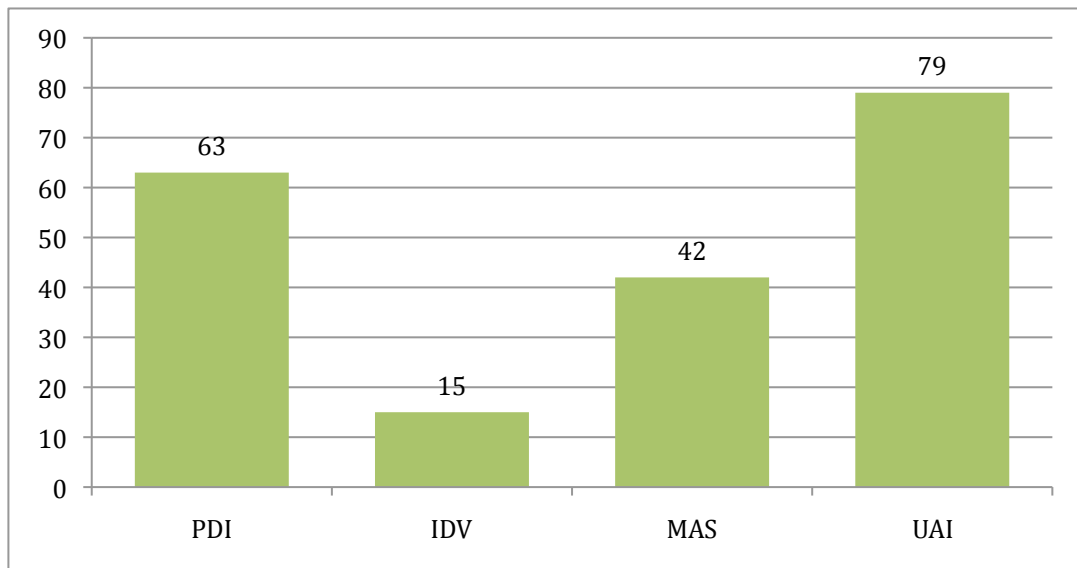


Figure 6. Average rankings of all Latin American Countries (Hofstede 2009b)

When Geert Hofstede (2009b) studied the Latin American countries he found out that the dimension of Power Distance in there is very high (Figure 6). Power distance being over 70 indicates that people do not feel equal and for example in organizations there are clear authorities who get to make the decisions and those who can not express any thoughts of their own.

The dimension of Individualism being only 25 indicates that the Latin American culture is more collectivist. The value for Masculinity being around 40 signify that the culture is slightly more feminine than masculine. That can probably be explained by the fact that the culture emphasizes collectivist values and the feminine values are usually group concerned and nurturing. Still, the value not being any lower shows that men and women have certain roles in the society. (Hofstede 2009b.)

Uncertainty Avoidance index in Latin American culture is rather high, 80. (Hofstede 2009b.) In other words the culture tries to minimize the possibility of uncertain situations by strict laws and rules, safety and security measures. As was mentioned earlier these people are also more emotional, and motivated by inner nervous energy.

As to the Trompenaars' and Hampden-Turner's (2008, 33-125) model the Latin American culture is clearly Particularist, and Diffuse culture where status is ascribed and time is managed in a synchronic manner. In the dimensions of Communitarianism versus Individualism there is no general tendency by the whole region as for example Cuba is Individualist and Mexico is Communitarian. Also there is no clear trend in the culture being either neutral or emotional.

2.4 Corporate culture

Terrence E. Deal and Allan A. Kennedy have outlined already in 1982 five elements which corporate culture consists of. These elements are:

1. *The business environment* - The focus in the company business area, whether it is sales, research and development or something else. The cultural style of the company is specified according to this.
2. *Values* - Consist of key beliefs and concepts. Successful manager reinforce the values so that all the employees are familiar with them.
3. *Heroes* - Role models who achieve set visions because they emphasize the corporate values.
4. *Rites and rituals* - Ceremonies and routine behavioral rituals reinforce the culture (product launches, sales conferences, employee birthday celebrations...)
5. *The cultural network* - the carrier of stories and gossip which spread information about valued behavior and 'heroic myths' around the organization.

(HRM Guide 2009)

According to the Entrepreneur magazine online (2009), corporate culture is *A blend of the values, beliefs, taboos, symbols, rituals and myths all companies develop over time* (Entrepreneur 2009). Geert and Gert Jan Hofstede summarize the term in the following manner: It is *Holistic, historically determined, related to things that anthropologists study, socially constructed and difficult to change* (Hofstede & Hofstede 2005, 282).

2.4.1 Corporate culture versus national culture

National culture and corporate culture are not the same because they are based on different mix of values and practices. Geert and Gert Jan Hofstede suggest that national culture consists mainly of the values a person acquires during the first ten years of their lives whereas corporate culture is based on the mixture of employees' values and the practices of the corporation. (Hofstede & Hofstede 2005, 284) This was revealed in a study made for the Institute for Research on Intercultural Cooperation (IRIC) in 1985-1987 by Geert Hofstede (Hofstede & Hofstede 2005, 292) in different corporations in Denmark and the Netherlands. As outcome of the research, he could define corporate culture with six *labels for empirically found dimensions*. These labels are:

1. Process oriented versus results oriented
2. Employee oriented versus job oriented
3. Parochial versus professional
4. Open system versus closed system
5. Loose control versus tight control
6. Normative versus pragmatic

(Hofstede & Hofstede 2005, 292)

It is quite possible that organizations can be the same in such objective dimensions as physical plant, layout or product, yet totally different in the meanings which the surrounding human cultures read into them (Trompenaars & Hampden-Turner 1997, 17). This is how Trompenaars and Hampden-Turner convey how different organizations and corporations can have totally different inner cultures even if they would assimilate on the outside. It is the way in which attitudes are expressed within the corporation that defines the culture. (Trompenaars & Hampden-Turner 1997, 7.)

2.4.2 U.S. corporate culture and Rosen Hotels & Resorts

In the U.S. corporate culture women do not get to express their “soft” side because the culture appreciates masculine values. (Trompenaars & Hampden-Turner 2008, 223.) I did not see a trend like this in affect at RH&R, maybe it applies best to big businesses rather than a small hospitality company.

In 3 December 2008 ‘U.S. News and World Report’ article by Karen Burns told that a trend in American corporations is to give employees fancy titles instead of a raise. That creates an illusion to employees that they are more important. (Burns, 2008.) In my opinion this is evident to some extent at the RH&R where for example a person assisting with golf customers holds such title as “Assistant Golf Course Superintendent”. In general the playing with titles at RH&R is not as bothering as Burns suggests it to be in the U.S. in general but I have noticed that there are quite a remarkable amount of people holding lead, supervisory, or even managerial titles even if their duties would not considerably differ from the field employee’s duties. I assume this has to do with the fact that one of the company principles is to offer a good chance to get higher in the career ladder.

There are also another noted aspects to the U.S. corporate culture. According to recently conducted research with dozens of foreign business professionals working in Atlanta and other southeastern U.S. cities, the human resource departments of multinational corporations are woefully inadequate in preparing foreigners for the American workplace. The purpose of the research was to learn about foreign managers' experiences and attitudes regarding the American business culture. One finding was that *American employees lack cross-cultural awareness and skills that would enable them to draw on the diverse, global talents and business experiences of their non-American counterparts* (Davidson 2007). The study reveals also a criticizing factor of the American business culture. Since the employees lack cross-cultural awareness they often do not understand a foreigner’s need for assistance in adjusting into the American business environment and corporate culture. It usually takes up to a year for a person from a different culture to adapt into the American one. (Davidson 2007.) When I relocated into Florida in 2008 I received very little if any assistance with the duties I had to deal with, for example finding an apartment or dealing with checks rather than cash or wire transfer.

RH&R is a model example of a company where corporate culture has developed over time by the actions the corporate has taken and the diverse people working there. It is an intimate work environment where the wellbeing of the employee seems to be perhaps more important than the actual business. This is only my own notion and it is based on various discussions I had with the corporate managers in the company during my stay. Terrence Deal and Allan Kennedy (HRM Guide 2009) outlined business environment as one factor of corporate culture. At RH&R it is clearly the focus on service. The importance of a smile in service is emphasized at every possible occasion. Good training would ensure that employees would know better their field and it would be easier to give service with a smile, not with a hassle. RH&R is a melting pot of cultures and ethnic diversity is seen on every level of the corporate structure. Only the highest level of corporate management is primarily operated by white Americans.

The corporate culture elements listed by Deal and Kennedy (HRM Guide 2009) can all be seen at RH&R. Values are expressed within stories about long-term employee relations. During my internship I had a commission to write success stories about the people who had been with the company for over ten years. That was created to motivate new applicants and current associates. These loyal people could be referred to as Heroes. Rites and Rituals are also part of the corporate culture and at Rosen where the employee is considered important, there are various different rituals to highlight that. For example annual luncheons in honor of associates of the month, long-term associates, and so for.

If RH&R were to be categorized with Hofstede and Hofstede's (2005, 292) labels for corporate culture, mentioned earlier in this chapter, I would say that the company is more process oriented than results oriented because the company relies in the same operating methods that it has always been using. Sure they collect customer satisfaction data and the wellbeing of the customer is the first priority but as long as for example the menus in the restaurants are paper copies daily printed by an employee (just because that is how they have always been done) the company does not show big efforts in becoming a modern and inviting resort and onwards to securing customer loyalty.

RH&R is strongly employee oriented work environment. The company owned Medical Center and Outreach Center are there to ensure employee wellbeing. The employees get to express their mind through their department in monthly SAC (Service Advisory Council) meetings. The purpose of the meetings is to bring together the workforce and the Director of Operations who has the authority to change things if the staff thinks there is something to be improved. One mission of the company is to offer good career opportunities no matter what the education background of the employee is. In case the company would be job oriented I assume they would rather hire people with high education and make sure they evolve the operations.

When looking at the third label 'Parochial versus Professional', I would categorize RH&R as Parochial. It means that the employees identify themselves more with the company they work at rather than the profession they are accomplishing. This is probably because the company is such a small entrepreneurial company. The fourth label 'Open system versus Closed system' refers to the fact whether the employees feel home in the company and whether new hires adapt there easily. I would say that RH&R is somewhere in between as for me the adaption was hard since everybody in the HR department already had formulated a tight social patterns around them. On the other hand the company emphasizes immensely the importance of every employee to know the basics of all seven Rosen hotels and the corporation, which seems like they would like the culture to be a closed system.

In my opinion the company has loose control because everybody appeared to work on their own and there was not much horizontal communication between departments. If the control would be high, department managers would create more efficient ways to improve operations together, rather than doing the same year after year. Also disregard on agreed meeting times was a sign of loose control.

RH&R is a normative corporation because they focus heavily on following correctly the organizational procedures. In hospitality business this is unexpected because one might assume them to be pragmatic and have the emphasis on the customer regardless of dogmatic attitude to business ethics. (Hofstede & Hofstede 2005, 284-292)

2.5 Gender based culture

There are differences in the ways men and women see the world and how they solve problems. That is the basic assumption to gender based culture study. Gender as a term does not necessarily refer to Hofstede's masculine and feminine values. Gender based culture can tell a whole lot more about the world than just whether women consider the feminine values better than the masculine, more harsh way of thinking. (Trompenaars & Hampden-Turner 2008, 221.)

A study by Fons Trompenaars (Trompenaars & Hampden-Turner 2008, 221) revealed that women tend to be *more outer-directed than men, feeling less personal control over their lives, and they are much more synchronic in their relationship to time, telescoping past, present and future and doing things simultaneously or in parallel rather than in sequence*. Still Trompenaars claims that differences in the value distribution between male and female are only slight because women try to copy the male mindset in order to succeed especially in the business life. He says that ethnic diversity creates far greater differences than gender. (Trompenaars & Hampden-Turner 2008, 221-224.)

3 THE EFFECTS OF CULTURAL DIFFERENCES ON NEW HIRE TRAINING MANUAL PROJECT

The initiating force behind the whole New Hire Training Manual Project was Ms Christina Zaremby, the Training Specialist at the Rosen Hotels & Resorts. She is in charge of all the training activities taking place in the company and has run the new hire trainings for years. The new hire training has followed the same track for a long time. The first day at work new hires sit through a training where Ms Zaremby together with some other trainers lecture about the company rules, regulations, benefits and so on. Orientation day gives new hires a wide gasp to the company as a whole. Specialized training is then supposed to take place during the next couple of days of work at the person's actual working site. In April 2008 when I had just initiated my training at RH&R Ms Zaremby came to me and started talking how frustrated she was about the condition of the new hire training. According to her all the managers who were supposed to train their staff on site

were not actually doing it to the standard of the company and therefore the staff at the seven hotels were very unequally trained. A Lite Bite Cashier at the Quality Inn International might have had a three-day training together with their manager or supervisor whereas a cashier at the Comfort Inn might have been sent to work without any proper training whatsoever.

Ms Zaremby had come up with the idea of a training manual, which would be created for each position for example Server, and it would then be given to all new hires despite of the property they work at. The manual would consist of lessons that the new hire would go through with the supervisor, a map of the property, an A-Z Guide of all the important functions of the property and various different appendices reflecting the lessons such as Safe Lifting Techniques and various tests. The final page of the manual was planned to be a New Hire Training Completion - form which would be returned to HR department after the training. This way Ms Zaremby could ensure that all the staff would be equally well trained.

In 'International Journal of Contemporary Hospitality Management', Jill Poulston wrote an article titled 'Hospitality workplace problems and poor training: a close relationship' (Poulston 2008). She says that one reason why companies may be reluctant to invest in training is because the staff subsequently leaves anyway or because the managers are busy with other HR tasks. The result is that workplace problems arise and management is forced to find time to solve them, which again abducts resources from initial new hire training. Poulston calls that *cat chasing its tail*. (Poulston 2008.)

14 April 2008 my task was to commit phone interviews to former employees of RH&R. I asked for example their opinions about the recruitment process, new hire orientation day, and the reasons why they had left the company. The phone calls gave a very alarming notice from new hire training point of view. I called around 20 people that day and most of them stated they were very disappointed with the new hire training on site. Some had even resigned because of the lack of training in the tasks and the following conflicts. According to Jill Poulston this is a common trend in the hospitality industry (Poulston 2008).

At that point it was clear that I would commit the rest of my training to this project of creating a coherent training method for the company, which in this case meant training manuals. I would concentrate on the four Family & Leisure hotels the company operates and equalize their new hire training. An example of a finished training manual can be seen in Appendix 2.

3.1 New Hire Training at present

At RH&R a person who starts at a new job needs some guidance before being able to work properly. Depending on the job, the need for specific hands-on training may vary. At least an introduction to the company environment, rules and benefits is beneficial for every new hire. That kind of new hire training is currently taking place at the RH&R. Every week there is a one-day training at which tens of new employees receive a welcome package, which contains information on the seven RH&R hotels. There are also various different documents to sign for example a form confirming that “I do understand what sexual harassing is and I commit not to carry out any.”

At RH&R the hands-on training on site takes place whenever it is needed. Most new hires are introduced to their tasks, for example a housekeeper needs to be shown where all the cleansers are and a Lite Bite cashier needs be taught how to use the cash machine. In the USA it is quite common that a big employer arranges specialized courses in a local university, for the employees to attend. This saves them from having to invest in their own training. (Encyclopedia Britannica 2009b.) In fact at the Rosen Hotels & Resorts the employees have a chance to attend Rosen College of Hospitality Management, after some years of work attendance. The basic new hire training is still taking place on site but if someone would like to enhance their career and have specialized skills they would have an opportunity to study a degree on the field at the Rosen College of Hospitality Management.

3.2 Background information of the manual target group

It is impossible to forecast where future workforce originates. But if the current trend line continues, the background information for the manual end users stays as following. The HR at the Rosen Hotels & Resorts is a very colourful mix of men, women, young, old, and many different ethnic backgrounds. Some have worked there since the establishment of the company in 1974, but many are new inexperienced people. Referring to Figure 4 (page 22) the main sources of employees are USA and the Caribbean islands, especially Haiti.

Figure 7 shows the age distribution of workforce at the Rosen Hotels. The youngest is a 17-year-old while the oldest is 86 years of age. The Florida Age Discrimination Employment Act of 1967 prevents employers from enforcing the employees to retire as long as they are capable of performing the job (Weblocator 2009). In fact there are 61 people of 67 years of age or older and of which seven are over 77 years old. The total amount of employees in the four Family & Leisure hotels is 645 people. 37-46, 47-56 and 57-66 -year-olds form quite equally big age groups in the HR and cover around 60 percent of it.

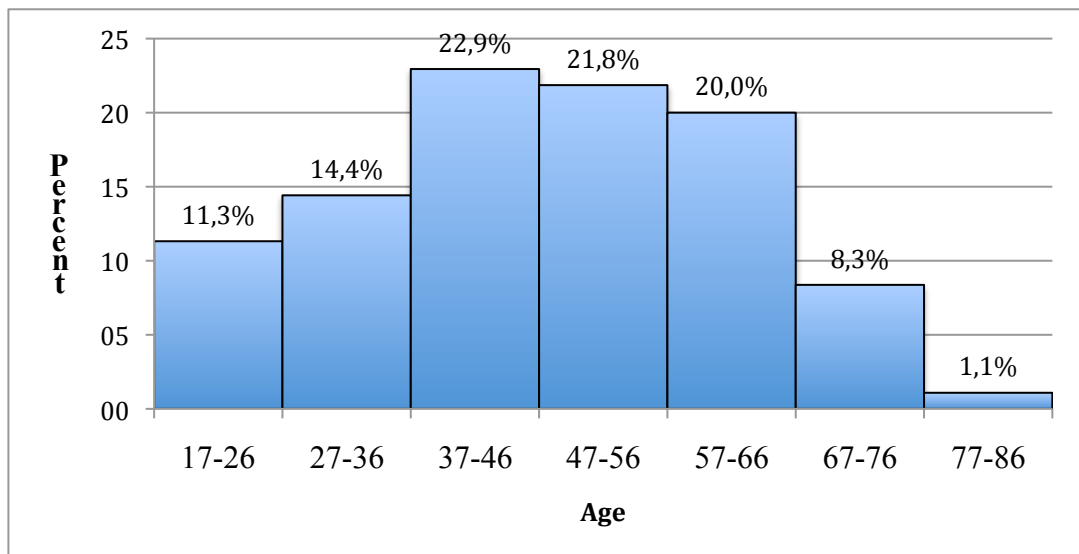


Figure 7. Age distribution of HR in the Family & Leisure hotels (Rosen Hotels & Resorts 2009)

English is the main language in the company but almost as equal is Cryol, see Figure 8. The Cryol speakers originate from the Caribbean islands. Total of 25 percent of HR states Hispanic/Latino as their ethnic origin nonetheless only 15 percent of HR are Spanish speakers. This means that some of the Latino consider English as their main language and some Spanish. The figure does not reveal how many people speak only Cryol or Spanish although there are such people at certain departments, for example at housekeeping (Zaremby, 2008).

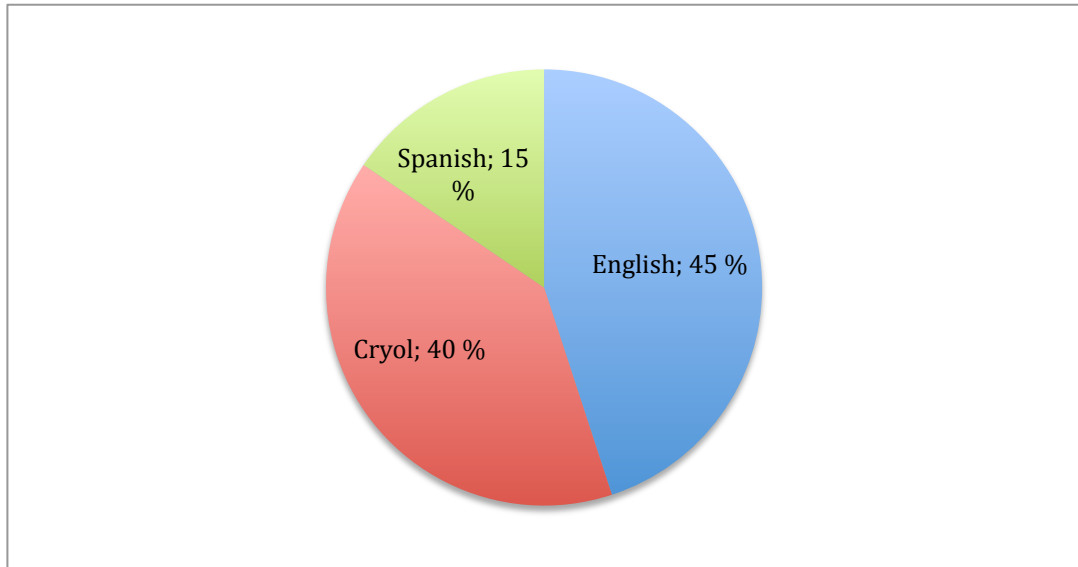


Figure 8. Language distribution (Jones 2009)

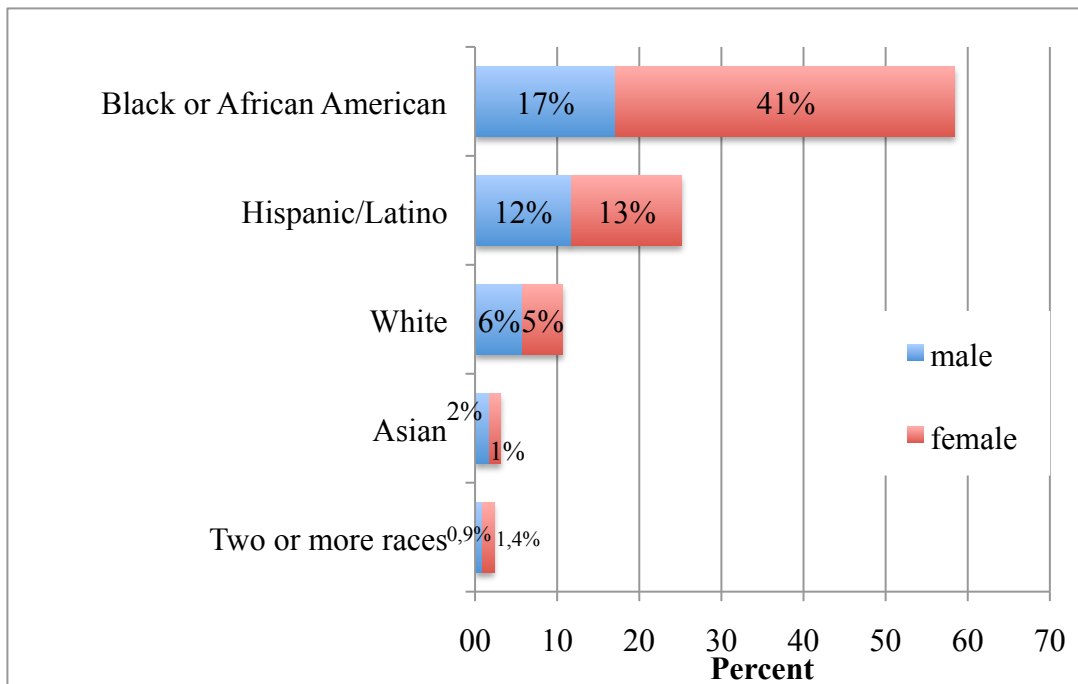


Figure 9. Gender distribution in total workforce and within ethnic groups (Jones 2009)

In overall there are slightly more women than men working for the company. As Figure 9 shows, especially Black/African American women are in the majority covering 41% of the whole human resources. Half of the Latinos are men and half female. The only ethnic group where men are in the majority is 'White'.

3.3 Data Collection

As I am a Finn and our culture was categorized Reactive, I need to listen to others before making any decisions. Indeed I started the manual creation process by collecting data from the people who knew best about the topic, the current new hire trainers.

Cultural collisions

The very first step in the project was to meet with the department managers and supervisors who all had been self-training their new hires so far. My initiative was to collect their ideas of perfect training and what they had been doing and then gather the best parts together. I started the meetings on 19 May 2008. That week I met with all the managers, 24 people in total, from the Rosen 'Family & Leisure' hotels. The departments at the properties are Front Desk, Restaurant, Security, Lite Bite, Housekeeping, and Engineering. My task was to standardize their trainings so that at the end I would have six training manuals.

Thirteen of the managers were from the local American culture and eleven originated from Latin culture. Obviously the Latinos had lived in the American culture a while since they had advanced well in their careers, but I believe that the original culture still affected greatly their behavior.

Before the meetings took place I had sent e-mail guidance on how they should prepare for the meeting. The message was as clear as it possibly could have been in my mind, informing that the person should list all the actions they do with a new hire and collect together all the associating printed material they hand out to new hires or currently use in the training. In the e-mail I used only bullet points and had only a few sentences. I outlined the importance of coming prepared to the meeting.

Even so majority of the managers arrived empty handed and some had not even read the e-mail. I was disappointed and thought that it was my fault for not having created an understandable message. Though the question was about cultural confrontation, not the comprehensibility of the e-mail.

In general the Latinos were better prepared than the Americans. Six of them had gathered information for me, whereas only three of the Americans showed real interest to the project. The different behavior confirms that Latinos are collectivist trying to support common interest and the American managers are individualists interested more in their own benefit. Maybe they would have been more interested and better prepared if the training manual project was their own idea and they would have gotten credit for it.

Usually Hall's model of high- and low-context cultures applies to national culture, but in my opinion it can be used for the corporate culture as well. Prior to writing the instruction e-mail to the managers I had realized that the culture is clearly low-context. As mentioned earlier, people from low context culture are monochronic, but I claim that in this case the corporate culture is low context and yet the human resources are expected to be polychronic. The workforce interprets best simple and clear messages and verbal communication but they are expected cope with various tasks at the same time. Maybe this is common in hospitality industry and does not apply in all American companies.

The meetings took place on site and lasted from fifteen minutes to half an hour on average. All Americans regardless of their preparedness focused on the topic at hand and it was very easy to ask them questions and get clear answers. This inevitably shows how American culture is linear active. Surprisingly the Latin managers were also linear active. Since majority of them had prepared for the meeting it was easy to go through the topic. Only a few of them, especially the women, showed hints of multi-active side because they were much more interested in social communication than the project itself. For example they would have rather listened about my background than discussed on professional level.

Power distance being high in Latin culture was very evident. Especially those Latin managers who had not been in their position for very long wanted to confirm the information they delivered to me with their superiors and senior co-workers and were not eager to make decision on their own. The Americans were the opposite and rather delivered false information than admitted not to cope on their own.

Who understood that the current training situation needed change and who was ready to work on it? They were the managers from Latin culture. Latin American culture is said to be very uncertainty avoiding but in this case they were the ones who looked for change. Only three of them expressed that they were happy with the training methods they were using at the time and were not co-operative in thinking new options. Another surprise was that the American managers were more reserved with change than looking forward to it even though they are said to be resilient to uncertain situations and new ideas.

Later on in the project when I communicated via e-mail with the managers it was evident that they had adapted well in the American low-context culture where face-to-face communication is very outward and friendly but the commitment to relationships and loyalty is shallow. Only two of them, the Restaurant Manager at the Quality Inn International and the Security Director at the Rodeway responded immediately to the e-mails and by doing so showed loyalty to the project and me. Additionally the ones who did not manage to respond on time or at all, did find various excuses for their incapability in others. Once again this underlines the low-context culture.

I believe that in general profession had more effect on the behavior than ethnic background or any other characteristic. For example Security Directors were concise and formal whereas Lite Bite managers showed more feminine and outward behavior. Besides as Hofstede said, cultural origin does not always affect in the behavior because everyone is an individual.

3.4 Manual Writing process

After the data collection was finished it was time to start processing the data. The first phase was to standardize the hotel A-Z Guides in order to make them look alike and to make sure they contained all the same information packets. An A-Z Guide is a tool for the employees to refer to when a customer needs information on any hotel activity, for example under 'R' the employee can find the location of a Restaurant and information about what is served and when. Although all new hires are taken on a tour through the property, it is not realistic to assume that the entire property could be memorized at once. That in mind, the guide also includes a map of the entire property.

The manual writing process took about two months. The whole time I had to keep in mind the target and design the training lessons (Appendix 2, 2nd page) to suit everybody's needs the best possible way. Since national cultures differ, gender creates differences and even the corporate culture sets certain demands on the project, it was difficult to standardize all aspects of the seven manuals. The cultural challenges are introduced in the following chapters.

3.4.1 Cultures and learning

Researches show that gender, age, level of education and academic specialization impact on learning style, in some cases more than culture (Kolb & Kolb 2005 in Joy & Kolb 2009, 73). Simy Joy and David A. Kolb from Case Western Reserve University carried out a survey on the relation of culture and learning. Their respondents were from ten society clusters among which also Latin America and United States. The result proved that culture has a significant effect in deciding person's preference for "abstract conceptualization versus concrete experience" (Joy & Kolb 2009, 83). On the other hand culture has no major effect on the preference over "active experimentation and reflective observation" (Joy & Kolb 2009, 83). In the survey the American learners scored that they learn best from concreteness and reflection that is for example a teacher who uses illustrative teaching methods. The complete opposite (active experimentation and abstract conceptualization) would mean that person learns best from reading theory by

themselves. According to the study, Latin Americans learn best by experimenting by themselves. (Joy & Kolb 2009, 76-78.)

Based on this study the best training method at the Rosen Hotels & Resorts would be a trainer who shows in practice all the things to learn and new hire should follow suit. That is exactly what the current method is. Why was there need for change then? Oral guidance might be a good solution in a school where the curriculum is taught over a long time period and the learners have time to digest it. But in new hire training there is a vast amount information distributed at once and new hires are expected to remember it after a couple of days of training. A written manual was designed not only to ease managers' ability to remember telling all essentials but to provide something that new hires could take home and study in their own speed.

3.4.2 The effect of gender and age

The fact that women tend to be more outer-directed than men (see Chapter 2.5) set some demands on the language used. I interpret the word *outer-directed* as someone who mirrors self-image from others and is conscious on their own social communication in order to maintain their face. Therefore the language used in female occupation manuals was written with a softer tone. For example when the phrases in Security Officer Manual could be straightforward and the tone even demanding, "Go through Safe Lifting Techniques", the Lite Bite Manual said in suggestive tone "Discuss use of safety shoes". Security employs men and Lite Bite positions interest usually women.

Women are also said to be more parallel with their time management. Together with the detail that they are outer-directed this created a possibility for me to include a bullet point of "Get to know two co-workers and list their names here". That task hopefully creates self-confidence and women can manage to complete it while completing other training tasks. Luckily the operating culture is low-context because their grouping patterns are flexible and a person can easily fit to group and go introduce themselves.

In general I used more theory-based appendices and instruction guides in the male dominated fields, which are Security, and Engineering. The manuals of female dominated fields, Front Desk, Restaurant, Lite Bite and Housekeeping had more practical training and pictures.

Age distribution created some restrictions on the decision of the most suitable new hire training method. As 74,1% of the total workforce is over 37-year-olds the educational background of staff, in regards to IT experience might not be very good. That limits the use of computer based training programs. But of course limited company resources and unsubstantial computer access were also obstacles.

3.4.3 The shadow of the corporate culture

Corporate culture could be referred to as the reason for the whole project. Rosen Hotels & Resorts has a highly process and employee oriented culture and therefore it was necessary to improve the process and make employees' lives even better. One dimension of the corporate culture was to ensure a work environment where everybody has equal opportunities. Therefore I saw it necessary to use as well written instructions as well as pictures, clear bullet points and bright colors because not everyone learns from same kind of material. In the company there are certain share of the human resources who are illiterate (Kimberly, 2009) and therefore the absolute prerequisite was that the manual would be used only to support new hire training with a supervisor, not to remunerate it.

Parochial corporate culture shows already on the cover page of each manual. New hire is supposed to feel part of the Rosen family right from the first day at work and therefore the preface is started with "Welcome to the Rosen Team!" rather than "Welcome to the Housekeeping department" which would underline the profession rather than the company. I noticed the effect of homey corporate culture also when I was compiling appendices and suitable tests for the manuals and I was instructed to insert an orientation test (p 34 in Appendix 2) in there. The test forces new hires to study the company basics, such as the name of the CEO, number of Rosen properties and what is the location of the Associate Medical Center.

Before the distribution of the manuals, corporate culture together with national cultures will cast one last shadow on the process. Since there are 15% of Spanish speakers and 40% of Creole speakers, the manuals have to be translated to those languages.

3.4.4 American culture versus Finnish culture – differentiation in ideology?

Finland and the United States, two western societies with yet so different cultures. In the project I found out new dimensions on my own background that either supported or opposed accomplishing it.

When I had something to ask from my superiors I walked into their offices without any hesitation. Figure 10 tells that Finns have low power distance. Thus I did not expect that my boss, the Director of HR would in some cases send me back without any answers to my questions or without even showing any interest to the whole project. Perhaps the fact that power distance is higher in the American culture and the difference in individualism level is rather big between my culture and the operating culture, together affect that I felt rejected having left with no answers whereas my American counterpart felt I was not able to work individually enough.

What comes to the masculinity and femininity I must give an example. It can be seen from Figure 10 that in Finland the masculinity level is rather low which means that genders can be considered quite equal. Again in the USA very masculine values are emphasized and the nation is run by men. I encountered this in the data collection phase. Me being a blond, foreigner and yet a woman did not raise too much professional respect in the male managers of the company. When I showed up in the meetings they rather asked me about my background and invited me to join lunch with them, than showed true interest in the topic. They were also very keen on showing of their superiority, explaining how many subordinates they had or how well they had always managed their training. First I was puzzled but when I regained control over the meeting it continued effortlessly.

High uncertainty avoidance index of Finland reflected well my behavior in the whole project. I did not call together meetings with managers until I had well

planned questions for them. That way I could avoid time wasting situations. When organizing the data into the so-called lessons I first sorted it out carefully and pondered the terminology and grammar. Most often when I showed my work to Christina Zaremby, the training specialist she was amazed of how much I had paid attention to small details.

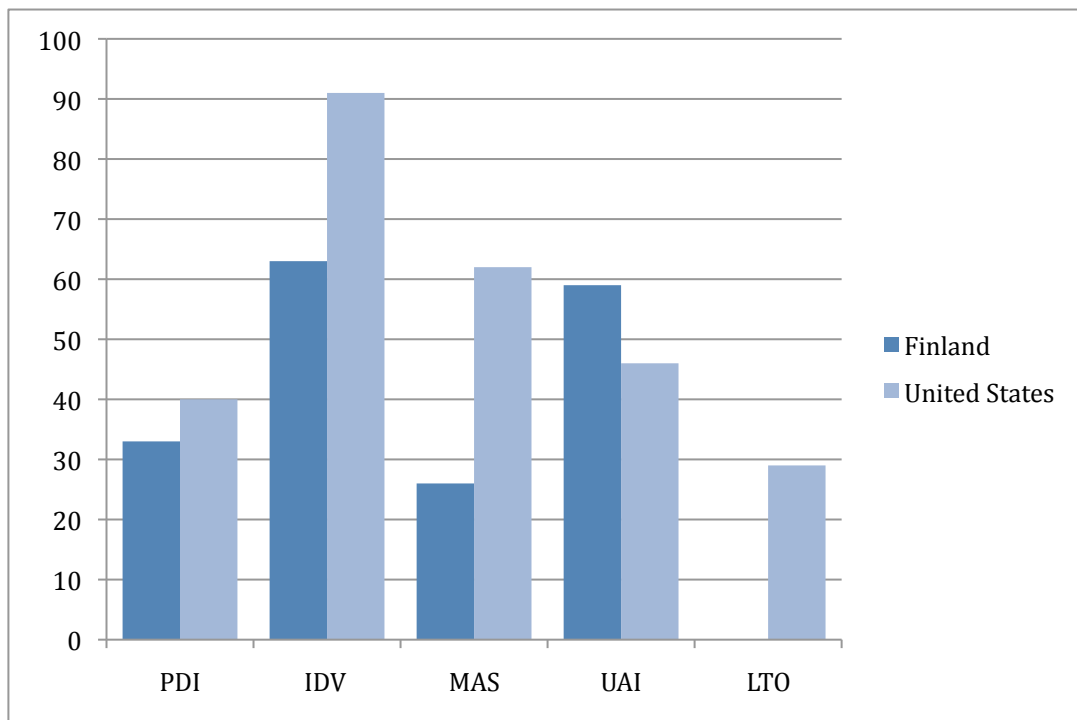


Figure 10. Cultural differences – Finland versus United States (Hofstede 2009c)

3.5 Possible culture related problems in the use of the manuals

Due to the global economic situation Rosen Hotels & Resorts has not been capable of implementing the manuals in the training processes. Though, there has not been many new hires either because of the same reason says Ms Zaremby. Feedback from the managers tells that they are very anxiously waiting for the standardized training packets and hoping to be able to start using them in the beginning of 2010. (Zaremby 2009.)

Since it is not known how the implementation of the manuals will proceed it can only be assumed that there might be certain culture related problems arising in the use. One problem might be that trainers depreciate the usage of the manuals because they come from a Latin American culture where people are polychronic

and appreciate more social interaction. American culture is said to be short term oriented, but hopefully the people would realize that in a long run use of training manuals will help new hires to adjust and prevents staff retention.

4 CONCLUSIONS

New hire training manual project was a demanding job. The result was not just any guideline book but a training tool that will help learners with different cultural background. As learners, Latin American and American people would benefit most from oral guidance and practical training. Still the unity aspirant corporate culture and even the feminine ideology of the mother of the project, Ms Zaremby, that everybody should have equal training opportunities, boosted the choice for a written manual.

An action research as a research method served very well in studying this particular topic. Culture models drawn from theoretical books would not have given relevant enough information on the features of the culture in the company in question. Thus, it is inevitable that the research should not be used as a basis for any other studies because it is mostly based on my own observations and work with a specific culture background in the commissioning company. Since the theoretical framework on the project environment culture was drawn only after the new hire training manual project, it cannot be claimed that the training tool was a result of a careful study on culture specific features and the best learning methods. However, when the project is observed afterwards it seems that some cultural models did apply in the project.

The research project at RH&R proved that the model on collectivist and individualist cultures seem to be applicable the way Hofstede (2009a, 2009b) suggests. In the data collection phase of the manual project, Americans seemed to be individualists, showing interest mainly in their own benefits, whereas Latinos expressed collectivist features behaving in the best interest of the project. The corporate culture proved to be a low context culture where communication has to be simple and clear. At the same time the culture is expected to be polychronic. This combination forms an exception to the Hall's model (Hall 2009) on low-context cultures usually being also monochronic with their time orientation. Again

in the data collection phase both American and Latin American cultures showed linear-active (Lewis's theory) behavior, except some women who seemed to be multi-active. I believe it was the feminine gender culture that made those women to try to accomplish many tasks at once.

Hofstede's findings on Power distance being high in Latin American countries and rather low in the United States would seem to apply in the project environment as well. According to Hofstede's study Latin Americans are uncertainty avoiding, but Americans are open to new situations (Hofstede 2009a, 2009b). The action research showed opposite results. In the data collection phase of the project the Latin American managers expressed true interest in the project looking for a new training method whereas the American managers seemed to be happy with the current training situation.

As a rule, cultures affected most in the data collection phase when my own culture and the behavior norms collided with the American and Latin cultures. The regional culture origins of the target group were kept in mind mainly in the tones of language used (different kind for male operated fields and female operated fields) and the overall clarity of the manual (for people from low-context culture and with poor educational background). Cultural differences in the form of different mother tongues place one last shadow on the project when the manuals have to be translated to Spanish and Creole before distribution.

After all it should be remembered that behind the curtain of culture we all are individuals who act and perceive things from our own viewpoint. Thus the theoretical elements of culture can be seen only informative and cannot be the only guideline in creation of a new hire training tool.

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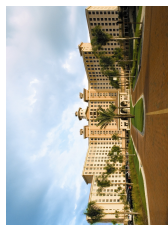
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APPENDICES

Appendix 1. Rosen Hotels & Resorts Info Leaflet




- Established: 2006
- Rooms: 1,500
- Dining: A Land Remembered Steakhouse, Cala Bella Restaurant, Bella's Bar, Car-Tails Pool Bar, Café Osceola, Smooth Java Coffee Bar, Headwaters Lounge, Clubhouse Grille, 18 Monroe Street Market
- General Manager: Dan Giordano
- Star Rating: ★ ★ ★ ★




September 9, 2006 - Rosen Shingle Creek opens with 1,500 guest rooms and suites and over 250,000 square feet of "state of the art" ballroom and meeting facilities. It boasts one of the largest "column free" ballrooms in the United States measuring 95,000 sq ft. The resort also features a full service spa, a state of the art health club, fine dining Italian bistro and Shingle Creek Golf Club.

9939 Universal Blvd, Orlando, FL 32819 | Tel: 1.866.996.9939 | Fax: 407.996.9935



ROSEN HOTELS & RESORTS



Harris Rosen | President & COO

Over the course of the last thirty five years, Rosen's company has grown from 256 rooms to more than 6,300. Today, the Rosen family of hotels remains, unwaveringly, a standard-bearer of service, reflecting the influence of Rosen's early positions at the Waldorf Astoria and others.

Since its inception, the Tangelo Park program has provided more than 250 college scholarships, and high school dropout rates have gone from 25% in 1993 to just 6% in 2004.

"The secret of success is no secret," Rosen says. "You've got to work your butt off. You have to be obsessed."

While the company's newest property, the Rosen Shingle Creek, may be the pinnacle of Rosen's hospitality career, his legacy extends well beyond guest rooms and golf courses. To people in the hospitality community, as well as the community at large, Rosen is just as renowned and even more revered for his philanthropy and good will.

Throughout his career, Rosen has believed that his mission is not just to conduct business in the community, but also to invest in it. Toward that end, in 1993, he launched the Tangelo Park Pilot Program with the mission of fulfilling the dreams of at-risk children and their parents.

"My pledge was that every two, three and four-year-old would be able to go to pre-school at no expense to their parents," Rosen explained, "and that for every


Get To Know Us

The History of Rosen Hotels & Resorts

Rosen has also donated more than \$22 million to the University of Central Florida for the creation of a world-class school of hospitality management, and he has become involved in such diverse projects as "Water for Haiti," raising funds to purchase specialized water filtration devices in order to provide fresh drinking water to one million people in Haiti and "The Bronze Statue Program" at Bethune-Cookman College. Most recently, Rosen pledged \$3.5 million to build a Southwest Orlando Jewish Community Campus in Dr. Phillips. The Campus will bear the name, "The Jack and Lee Rosen Southwest Orlando Jewish Community Campus," in honor of Mr. Rosen's parents. As a result of his many heartfelt efforts, Harris Rosen is no longer simply a hotelier; he has become, in fact, a role model.

Rosen Hotels & Resorts currently owns and operates seven properties in the Orlando market. Numerous hospitality-industry awards, employee longevity and a reputation for quality have fueled the growth of Rosen Hotels & Resorts over the past 35 years.

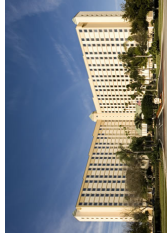
For more information about Rosen Hotels & Resorts, visit www.rosenhotelex.com.



9888 Universal Blvd., Suite 500 | Orlando, FL 32819
Administration 407.996.1706 | info@rosenhotelex.com
Human Resource Department 407.996.1706 | careers@rosenhotelex.com
www.rosenhotelex.com



- Established: 1991
- Rooms: 800
- Dining: Jack's Place Restaurant, Café Matisse, Lite Bite Deli
- General Manager: Gary Hudson
- Star Rating: ★★



September 13, 1991 – Rosen Plaza Hotel was Rosen Hotels & Resorts' first, full-service convention hotel with 800 sleeping rooms and 60,000 sq. ft. of meeting space. The Rosen Plaza Hotel is home to one of Orlando's most popular nightclubs, Backstage, and to the fine dining restaurant, Jack's Place.

9700 International Drive, Orlando, FL 32819 | Tel: 1.800.627.8258 | Fax: 407.354.5774



- Established: 1995
- Rooms: 1,334
- Dining: Everglades Restaurant, Café Gauduin, Lobby Lounge & Pool Bar, Red's Deli
- General Manager: Phil Caronia
- Star Rating: ★★



October 31, 1995 – Rosen Hotels & Resorts opened its second full-service convention hotel, Rosen Centre. Rising 24 stories over International Drive, the hotel boasts more than 100,000 sq. ft. of meeting space. Fine dining can be enjoyed at Everglades, a restaurant that celebrates the beauty of the National Park.

9840 International Drive, Orlando, FL 32819 | Tel: 407.996.9840 | Fax: 407.996.0865



Quality Inn International

- Established: 1974
- Rooms: 728
- Dining: Apotheary Buffet Restaurant, Topsy Turvey Lounge, Lite Bite Deli
- General Manager: Albert Gallof
- Star Rating: ★★



June 24, 1974 – The first property purchased by Rosen Hotels & Resorts was the Quality Inn International with 256 rooms. After three expansions and renovations, it now has 728 rooms. Mr. Rosen's early method of attracting guests was to hitchhike to the Northeast visiting one motor coach company after another, asking them to name their price. He came home with contracts for room rates as low as \$7 a night. This commitment to occupancy instead of average rate has become a tradition.

7600 International Drive, Orlando, FL 32819 | Tel: 1.800.825.7600 | Fax: 407.996.5328



Quality Inn Plaza

- Established: 1984
- Rooms: 1,020
- Dining: Plaza Garden Buffet Restaurant, Zebra's Sports Bar, Lite Bite Deli
- General Manager: Maggie Boulineau
- Star Rating: ★★



February 1, 1984 – Quality Inn Plaza was Rosen Hotels & Resorts' first hotel planned from blueprint to full construction. It opened with 340 rooms. Three expansions have made it the world's largest Quality Inn with 1,020 rooms. Another milestone was adding its computerized property management system.

9000 International Drive, Orlando, FL 32819 | Tel: 1.800.999.8583 | Fax: 407.996.6839



Comfort Inn Lake Buena Vista

- Established: 1987
- Rooms: 640
- Dining: Boardwalk Buffet Restaurant, Comfort Zone Bar & Grille, Lite Bite Deli
- General Manager: Jennifer Rice Palmer
- Star Rating: ★★



May 15, 1987 – Comfort Inn Lake Buena Vista opened with 320 rooms and quickly doubled its size to 640 rooms. Opening night saw Harris Rosen stand in the parking lot turning people away, directing them to sister properties. His idea of the flashing billboard on Interstate 4 that read "Best Rates in Town" turned passersby into guests. People came flocking in. The Comfort Inn ran 100% occupancy for the next five years.

8442 Palm Parkway, Lake Buena Vista, FL 32836 | Tel: 1.800.999.7300 | Fax: 407.996.7301



Rodeway Inn International

- Established: 1975
- Rooms: 315
- Dining: The Palm Buffet, Shogun Authentic Japanese Steak House, International Pub, Lite Bite Deli
- General Manager: Tony Masmoudi
- Star Rating: ★★



June 24, 1975 – The Rodeway Inn International, with 251 rooms was purchased. An expansion in 1979 brought it to 315 rooms. Garritt Toohy, Rosen Hotels & Resorts Director of Planning & Development, began his career with Rosen Hotels & Resorts at this property as the Sales Manager.

6327 International Drive, Orlando, FL 32819 | Tel: 1.800.999.6327 | Fax: 407.996.5806



New-Hire Training Manual

Welcome to the Rosen Team!

The purpose of this training manual is to give you basic information about your new position with Rosen Hotels and Resorts. You will be introduced to your tasks, work environment and co-workers. This manual is made up of lessons. After each lesson, review the lesson's checklist and mark down all the things you were shown and your trainer's name. At the completion of the manual, sign the last page and have your manager send it back to Human Resources to be stored in your personnel file.

This manual will form only part of your training schedule. It should be used as a reference during your on-the-job training. There may be situations where this manual does not contain the required information. If in doubt, ask your trainer or supervisor for guidance.

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Security

.....
Lesson 1 (with Ambassador)

Ambassador: _____ Date: ____/____/____

- Clock in
- Parking Arrangements, Get Hang-Tag
- Property/department walk-around (eating area, restrooms, schedule location etc.)
- A-Z Guide
- What is the Pillar of the Month?

- General Attendance & Schedule Policy (See appendix 1, p. 28-31 and Associate Handbook)
- Orientation test (See Appendix 2, p. 32-33)

Associate Initial: _____

.....
Lesson 2

Trainer: _____ Date: ____/____/____

- Property Information test (See appendix 3, p. 34)
- Code of Ethics for Security Officers (See appendix 4, p. 35)
- Review Job Description
- Review Daily Activities
- Review Daily Security Officer Log.



- Review the Associate Handbook section “Use of Facilities” and “Visitors” on page 49.
- Meet two other associates from your department. Write their names here:

Associate Initial: _____

.....

Lesson 3 (Procedures)

Trainer: _____ Date: ____/____/____

- Review Duties at the Gates
- Sign the acceptance form of the responsibility of the master key card issued to me
- Discuss Radio 10 Codes
- Golf Cart Procedures (See appendix 5, p. 36)
- Discuss Key Assists & Door Locks.
- Review and discuss key usage, location of all keys and the key log.
- Discuss elevators (keys, running elevators manually, elevator entrapment)
- Review examples of good Daily Reports and discuss Report writing.
- Discuss maintenance repairs.

Associate Initial: _____



.....

Lesson 4 (Safety)

Trainer: _____ Date: ____/____/____

- Discuss 911 Calls, Hang-ups, or miss dials
- Safety Factors that Cause Accidents (See appendix 6, p. 37)
- Discuss Emergency Procedures and review the Safety Program Book.
- Discuss Fire Alarm Procedures
- Review location of fire extinguishers and fire alarm zones.
- Review location of emergency phones and exit signs.
- Review and discuss the Code 1 Emergency Report Form.
- Discuss wet floor signs and slip and fall prevention.
- First Aid Reference Sheet (See appendix 7, p. 38-39)
- Room Checks
- Review location of indoor and outdoor light switches.
- Discuss swimming pool related factors.
- Safe Lifting Techniques (See appendix 8, p. 40-41)

Associate Initial: _____



.....

Lesson 5 (Customer Service)

Trainer: _____ Date: ____/____/____

- Discuss phone usage
- Lost & Found Procedures (See appendix 9, p. 42)
- "Do Not Disturb" Policy (See appendix 10, p. 43)
- Noise complaints (See appendix 11, p. 43)
- Review Mystery Shopper's Report

Associate Initial: _____

.....

Lesson 6

Trainer: _____ Date: ____/____/____

- Security Review (See appendix 12, p. 44)

Associate Initial: _____

.....

Reminder: You are expected to attend the following Rosen sponsored trainings.

- 2-day Security Officer Training (valid 2 years)
- CPR, First Aid, AED (valid 2 years)
- Non-Violent Crisis Prevention (valid 3 years if pass test, valid 1 year if not pass)
- Bloodborne Pathogens (valid 1 year)
- Responsible Vendor (New Hire Class)



Hotel A-Z Directory



QUALITY INN PLAZA

A

ADDRESS

9000 International Drive
Orlando, FL 32819
Phone #407-996-8585

ADA (Americans with Disabilities Act)

Quality Inn Plaza is fully compliant with all ADA requirements. Fully equipped ADA rooms are available, including roll-in showers or tubs, and in-rooms apparatus for hearing, vision or physically impaired guest. Contact security for specific equipment availability.

❖ Total of Handicap Rooms with double beds & bathtubs	20
❖ Total of Handicap Rooms with double/single & roll-in shower	11
❖ Total of Hearing-Impaired Rooms	31
❖ Total of Wheelchair Accessible Rooms (All Non-Smoking)	31

ADA rooms include the following equipment:

- | | |
|---------------------------------------|---------------------------------|
| ❖ Transfer benches | ❖ Bottom Lamps |
| ❖ Lever handles on all doors in rooms | ❖ Lower wall safe – Special Key |
| ❖ ADA compliant toilet | ❖ Grab bars |
| ❖ Hand held shower wand | ❖ Lower towel racks |
| ❖ Accessible closets | ❖ Lower peep hole on door |
| ❖ Strobes | ❖ Caption TV |

ADMINISTRATION

General Manager _____ ext. 1066

Administrative Assistant _____ ext. 1065

Assist. General Manager _____ ext. 1094



AIRPORT TRANSPORTATION

Available through Guest Services, or at the airport upon arrival. **FEE** for airport taxi service is approx. \$41.00 up to (4) people, one way and \$55 per 5-7 people. Local area shuttle companies provide services.

AMENITIES Basic amenities that are standard for all guestrooms include:

- ❖ 2 double beds with private bath or 1 king bed with private bath
- ❖ Cable TV with remote control
- ❖ Pay-per-view movie channel
- ❖ Refrigerator
- ❖ Voice Mail
- ❖ Radio Alarm Clock
- ❖ Microwave
- ❖ Coffeemaker
- ❖ Iron and Ironing Boards (all the rooms)
- ❖ Hair Dryer (all the rooms)
- ❖ Personal Wall Safe
- ❖ Individually Controlled A/C & Heat
- ❖ Electronic Locking System
- ❖ High-Speed Internet (with daily fee)
- ❖ Executive Rooms: (amenities above plus)
 - Two double or one king-sized bed
 - Upgraded furnishings
 - Data port/speakerphone
 - Occasional chair
 - Two complimentary bottles of water
 - Complimentary internet access
 - Writing desk

ADDITIONAL AMENITIES PROVIDED BY HOUSEKEEPING UPON REQUEST:

- ❖ Cribs, Playpens – complimentary \$0
- ❖ Extra Blanket
- ❖ Shampoo
- ❖ Extra Pillows
- ❖ Rollaway Bed - \$15 per night +Tax



“WOW”

Providing great guest service brings our customers the “WOW” experience they deserve.

----- X
----- Y

YEAR HOTEL WAS OPENED

February 1, 1984

“Yes We Can” ATTITUDE

“Yes we can” attitude is a must at the Quality Inn Plaza Hotel!!

----- Z

ZEBRA’S SPORTS BAR

Bar Manager _____ ext. 1010

Opening Hours 4:00 pm. - 2am. daily.(Operating Hours subject to change)
Happy Hour 4:00 p.m. – 6:00 p.m. Live musical entertainment 4 nights each week. Karaoke Night – Tuesdays (and Saturdays). Evening Bar Food Menu – dine in or take out. CD Juke Box, pool tables and games, sports television.

ZIP CODE

The zip code of the Quality Inn Plaza: 32819 (mail goes directly to the hotel).



Nesor the Eco-Hero



This is Nesor, the Rosen Hotels & Resorts eco mascot. Please consider the environment by recycling.

Property Map





Appendix 1

GENERAL ATTENDANCE POLICY

The success of Rosen Hotels & Resorts depends on staffing levels that allow us to provide the quality service expected by our guests. If an associate is late or absent, it places an extra burden on fellow associates.

The schedule for each department is made in an attempt to be fair and considerate to each worker. All associates are expected to give any special schedule request to their manager within a reasonable time. Managers are to give reasonable consideration to each request and respond to the associate timely. All associates are expected to abide by the schedule under ordinary circumstances, but should an emergency or unusual circumstance make it necessary to request a change, you must consult with your manager. Under no circumstances are changes to be made in the schedule without approval from your manager.

Each department manager is responsible to ensure the schedule is adhered to and therefore, they will review time records daily to ensure there is no unauthorized overtime. Unauthorized overtime will result in disciplinary action.

Associates unable to come to work for any reason must call in at least two hours prior to their scheduled work time. Do not rely on others to report your absence or tardy, as you will remain responsible if they fail to pass the information. This refers to expected tardies as well as absences. An associate will be considered tardy when they do not arrive at their department in uniform by the scheduled time. If the reason for the absence or tardy is an emergency the associate must document the emergency. Continual absences or tardies due to emergencies will be ground for disciplinary action. Frequent absences due to illness may require a doctor's note. All associates are evaluated based upon attendance; a poor attendance record will result in a lower score on an associate's annual review.

No call No Show

- ❖ An associate who is absent for one day, or arrives more than 3 hours late without notifying their supervisor will be considered a no call no show. Disciplinary action will occur for any no call no show.
- ❖ Written warning – First occurrence
- ❖ Suspension – Second non-consecutive occurrence within a 12 month period
- ❖ Termination – Second consecutive OR third non-consecutive occurrence within a 12 month period

Wellness Center

- ❖ As a benefit of Rosen Hotels & Resorts, associates are permitted to schedule clinic appointments during a work shift.
- ❖ All visits to the Wellness Center are to be scheduled in advance and proper notification to the supervisor is to be given.



Appendix 2

ORIENTATION TEST

1. Who is the President and CEO of the company?
 - a. Jonni Kimberly
 - b. Harris Rosen
 - c. Garritt Toohey
 - d. Derek Baum

2. Which hotel has the Associate Medical Center?
 - a. Rosen Centre Hotel
 - b. Quality Inn International (7600)
 - c. Comfort Inn
 - d. Rosen Shingle Creek

3. How many Pillars of our Strength are there?
 - a. 10
 - b. 5
 - c. 12
 - d. 7

4. When is an associate eligible to apply for a transfer into a new position or hotel?
 - a. Immediately
 - b. After 30 days
 - c. After 90 days
 - d. After one year

5. How many hotels does Rosen Hotels and Resorts have?
 - a. 10
 - b. 25
 - c. 7
 - d. 4



6. Where is the associate Outreach Center office?
 - a. Medical Center
 - b. Rosen Shingle Creek
 - c. Quality Inn Plaza
 - d. Human Resources office

7. How do you request a Friends and Family rate at one of our hotels?
 - a. Through your reservations department/ Sharepoint
 - b. Walk In
 - c. Have HR process the request
 - d. Talk to your friend

8. What is the name of the site to check your paystubs?
 - a. Referral
 - b. Central
 - c. Self Service
 - d. Payme

9. When does an associate need to wear his/her nametag?
 - a. Only in front of the guest(s)
 - b. At security
 - c. During breaks
 - d. All the time when associate is at work

10. How often do associates get a review?
 - a. Every 120 days
 - b. Once per year on anniversary
 - c. Every 3 years
 - d. Whenever it is requested

11. Harassment is allowed when?
 - a. All the time
 - b. Only with friends
 - c. In front of guests
 - d. Never

12. Who has the most control over the associate's safety?
 - a. The associate
 - b. The manager
 - c. The owner
 - d. The Human Resources department

13. What is your employee number? _____



Appendix 4

CODE OF ETHICS FOR SECURITY OFFICERS

I.

“To accept the responsibilities and fulfill the obligations for my role: protecting life and property; preventing and reducing crimes against my employer’s business, or other organizations and institutions to which I am assigned; upholding the law; and respecting the constitutional rights of all persons.”

II.

“To conduct myself with honesty and integrity and to adhere to the highest moral principles in the performance of my security duties.”

III.

“To be faithful, diligent, and dependable in discharging my duties, and to uphold at all times the law, policies, and procedures that protect the rights of others.”

IV.

“To observe the precepts of truth, accuracy and prudence, without allowing feelings, prejudices, animosities or friendships to influence my judgment.”

V.

“To report to my superiors, without hesitation, any violation of the law or of my employer’s or client’s regulations.”

VI.

“To respect and protect the confidential and privileged information of my employer or client beyond the term of employment, except where their interests are contrary to law or to this Code of Ethics.”

VII.

“To cooperate with all recognized and responsible law enforcement and government agencies in matters within their jurisdiction.”

VIII.

“To accept no compensation, commission, gratuity, or other advantage without the knowledge and consent of my employer.”

IX.

“To conduct myself professionally at all times, and to perform my duties in a manner that reflects credit upon myself, my employer, and private security.”

X.

“To strive continually to improve my performance by seeking training and educational opportunities that will better prepare me for my private security duties.”



Appendix 12

Security Review

1. If a guest informs you that their camera is missing from the room, do we call Orange County Sheriff?
 - o Yes
 - o No
2. If the guest loses their safe key and needs an extra copy, what do you do?
 - a) Run away.
 - b) Let the guest know that they can have an extra key but there is a charge for that.
 - c) Ask a friend what to do.
3. If a guest calls down for a noise complaint, what do you do?
 - a) Go shout at the noise makers.
 - b) Forget about it.
 - c) Go check where the noise is coming from and take care of it.
4. If a guest says that they have lost a towel, what do you do?
 - a) Check lost and found and laundry areas first, then just replace the towel with a new one.
 - b) Laugh.
 - c) Call the police.
5. A guest lost his room key and he is asking the Front Desk agent for a new key. What do you do?
 - a) Check the guest's I.D. If they have no I.D. with them, ask for other proof that the room belongs to them.
 - b) Let the Front Desk worry about it, it is none of my business.
 - c) Take a brake.
6. Every guest that has a vehicle should be issued a
 - a) "I'm a big polluter" –trophy.
 - b) Toy bear with a Orlando T-shirt.
 - c) Parking Pass.
7. Guest comes to the Front Desk and says that their room keys are not working. What do you do?
 - a) Sigh very deeply and resign.
 - b) RIGHT ANSWER.
 - c) Go shout to the Engineering staff.
8. When are you required to fill out a lost & found sheet?
 - a) Every time lost items are located.
 - b) Never. It is not my duty.
 - c) Every time I get lost on the property.



NEW-HIRE TRAINING COMPLETION FORM

Please sign and date after each lesson. At the completion of this manual, have your manager **send this back to Human Resources** to be stored in your personnel file.

Lesson 1 _____ Date ____ / ____ / ____

Ambassador _____

Lesson 2 _____ Date ____ / ____ / ____

Trainer _____

Lesson 3 _____ Date ____ / ____ / ____

Trainer _____

Lesson 4 _____ Date ____ / ____ / ____

Trainer _____

Lesson 5 _____ Date ____ / ____ / ____

Trainer _____

Lesson 6 _____ Date ____ / ____ / ____

Trainer _____

I have been trained on all the items mentioned in new-hire training and I fully understand what I'm to do at my new position. I can proudly say that I passed all the tests that I took after the training lessons. I'm also fully committed to work according to the Pillars of our Strength and to do my best in any circumstances.

Supervisor _____

Print name _____

Position _____

Employee # _____

Date ____ / ____ / ____

Sign name _____