

SHIRE HOTELS DEVELOPMENT PROGRAMMES

GENERAL INFORMATION

Your Career, Our Future...

In today's business climate, where there is fierce competition for highly skilled individuals, no company can expect to survive and grow unless it can attract high calibre people.

At Shire Hotels, we recognise that our future partly depends on providing the right environment to attract outstanding and dedicated people at an early stage in their careers. People who will be the lifeblood of the company and will bring new ideas and ways of approaching the complex issues and problems we face today. That is why over the years we have introduced the continuous development approach to influence and direct candidates in order to develop the future of our company.

What do we expect from you?

We want people who will make more of a difference. People who can work individually and, more importantly, together as part of a team. People who show great determination and commitment to succeed. People who possess intellect, tenacity, flexibility and will provide an excellent service to our customers who expect and demand high standards. People who are willing to do that something extra to "add value" and make more of a difference.

You should possess excellent personal skills - the ability to communicate effectively and build relationships. You should have sound, general business skills - the ability to:

- Question and challenge the way things are done
- Analyse and solve problems

Many roles require comprehensive technical and crafts skills in areas such as Reception, Food and Beverage and Leisure. However, as well as gaining the required level of competency, at each activity, we also expect you to demonstrate a passion and a desire to succeed.

You and Shire Hotels...

When you join Shire Hotels on one of our programmes you will become part of a company with core values that provide the right environment to grow your skills and expand your knowledge through work experience, training and education.

Advancement through the programme is determined by your individual performance. The aim of the programme is to take a successful degree/diploma student or equivalent to overall responsibility for a multi million pound business.

Shire Hotels believes that career development is a joint activity in which the needs of the individual and the company have to be identified, discussed and agreed upon if both parties are to benefit from the partnership. Assessment, Appraisal and Appraisal Reviews ensure that this happens.

More about Shire Hotels..

Shire Hotels was established in 1980 and is part of Daniel Thwaites Plc, the Blackburn-based family-owned brewery. The aim was to create a small chain of hotels founded on personal service predominantly for the business market, but with strong leisure emphasis to meet the forecast growth in leisure guests. The

company's first hotel was The Millstone Hotel, Mellor (Shire also managed a number of pubs at this time). Our hotel facilities are in the main 4 star standard hotels. We are clearly focused on quality and customer service. Our customers set the agenda and we are committed to meeting their requirements, i.e., we make sure we respond effectively and efficiently to their needs.



| HOTEL | LOCATION | STAR RATING |
|----------------------------|-----------|-------------|
| Aztec Hotel & Spa | Bristol | AA**** |
| Solent Hotel & Spa | Fareham | AA**** |
| Cottons Hotel & Spa | Knutsford | AA**** |
| North Lakes Hotel & Spa | Penrith | AA**** |
| Kettering Park Hotel & Spa | Kettering | AA**** |
| Thorpe Park Hotel & Spa | Leeds | AA**** |
| The Millstone | Mellor | AA** |

More recently Shire Hotels have invested in an "Inns" division, developing a network of Inns with bedrooms satisfies both Business and Leisure customers who desire the traditional comforts of customer focused hospitality at affordable prices, rather than the faceless characteristics of the multitude of un-serviced Budget hotels.

As a result, Shire Hotels and Inns seek to fast track enthusiastic, multi-skilled talented, hoteliers, who have customer service ethos running through their veins, to develop their skills on the management frontline.

There are usually opportunities to join Shire Hotels Development Programmes at most of the locations.

Your first point of contact with Shire Hotels for all our programmes should be:

Anne Farry
 Executive Assistant
 Shire Hotels
 The Old Wine Warehouse
 Larkhill Street
 Blackburn
 Lancashire
 BB1 5DF

OUR CUSTOMERS VALUE THE DIFFERENCE WE MAKE.....

- **We are passionate about the way we treat our customers**
- **We use every customer contact as an opportunity to sell whilst delivering our traditional hospitality**
- **We are proud of our hotels and we all work hard to uphold our differentiation**
 - **We respect each other and work as a team upholding our family values**
 - **We approach everything that we do with our future success in mind**
 - **We all have a desire to succeed - both as individuals and as a company**

.....WE MAKE THE DIFFERENCE BY UPHOLDING THESE CORE VALUES

SHIRE HOTELS DEVELOPMENT PROGRAMMES

| Programme | Name of Programme | Key features of the Programme | Minimum Entry Requirement |
|---|--|---|--|
| MDP Degree / HND Entry Hotel & Catering Management or Equivalent | Management Development Programme | Planned Induction. Comprehensive training and education. Excellent work experience centred mainly on the skills required to become an accomplished Hotel General Manager | Good set of grades overall |
| DTP GNVQ / Btec Hotel & Catering Travel & Tourism or Equivalent | Departmental Training Programme | Planned Induction. Comprehensive departmental training and education to Supervisory level. Successful completion enables Candidates to be considered for the Management Development Programme | Good set of grades overall |
| ITP Degree / HND / GNVQ or Equivalent | Industrial Training Programme | Planned Induction. Work experience opportunities across Shire Hotels combined with education and training mainly on- the-job. Exceptional Candidates may be offered the opportunity to join The Management Development Programme. | Studying for a Degree / HND / GNVQ in Hotel & Catering Management or equivalent |
| VE All | Vacation Employment Christmas Easter Summer | A short but comprehensive period of Induction followed by work experience. There are usually opportunities at all Hotels | For returning Candidates an excellent opportunity to gain industry related work experience. |

SHIRE HOTELS DEVELOPMENT PROGRAMMES

| Programme | Duration | Closing dates for applications | Interview Dates | Interview Procedure | Locations |
|---|---|--|---|---|-----------|
| MDP Degree / HND entry Hotel & Catering Management or equivalent | Junior Assistant 9-12 months Assistant Manager 18-36 months Senior Assistant 24 months Operations Manager 24 months + | May of the year of Entry | Feb - June of the year of entry | C.V. screening Interview centred on task and process skills. Assessment Centre - 2 nd Interview, Group exercises, Graduate Dinner | ALL |
| DTP GNVQ / Btec Hotel & Catering Travel & Tourism or equivalent | 2 years + | May of the year of entry | June - July of the year of entry | C.V. screening Interview centred on task and process skills 2 nd Interview with Hotel General Manager | ALL |
| ITP Degree/ HND/ GNVQ or equivalent | 6 and 12 month placements | January for entry the in July, August, September | January / February of year of entry | C.V. screening Interview centred on task and process skills at placement Hotel | ALL |
| VE Vocational Employment Christmas Easter Summer | Various | Continuous throughout the year | | C.V. Screening and interview at the placement Hotel | ALL |

SHIRE HOTELS DEVELOPMENT PROGRAMMES

DEGREE / HND ENTRY OR EQUIVALENT

MANAGEMENT DEVELOPMENT PROGRAMME

What is the Management Development Programme?

The scheme provides Degree and HND or equivalent level candidates with the opportunity to move directly into employment at management level.

Hotel Management is both a science and an art, to an extent, rarely found in other types of enterprise. To be successful you have to acquire the disciplines for running an extremely complex business as well as master the craft of providing hospitality. This is not easily achieved. The rewards go to those who persevere and become accomplished managers.

The challenge of Hotel Management never ceases because the variables within the sector are so disparate, new opportunities are constantly presenting themselves, just as you think your career goals have been achieved.

Your first day as a General Manager is the day your career really begins!

Structure:

In the diagram of the Management Development Programme (overleaf) all of the activities identified have been deemed essential to the overall performance of an effective General Manager. The programme is based on gaining the required degree of competency, at each stage, as a pre-requisite to moving onto the next activity.

Shire Hotels have introduced the continuous development approach to Management Development in so far as the General Manager of your Hotel acts as the facilitator / advisor to the Management Team. This approach is strengthened by support of the Regional General Manager who monitors the progress of all the management teams and is the main facilitator of "off the job training".

Advancement through the programme is determined by the individual's performance in each of the activities. Most people will display an aptitude for some areas, rather than others, and the activities have varying degrees of complexity. This means that it is difficult to set specific time spans to spend on various activities but it is felt that six months will be a minimum with a year required in some areas, e.g., Food and Beverage.

Attainment is acknowledged through assessment and appraisal conducted by your General Manager. The Regional General Manager follows up with an appraisal review as a way of monitoring individual progress and discussing and agreeing succession plans.

MANAGEMENT DEVELOPMENT PROGRAMME

How does the Programme work?

The Programme is in seven identifiable stages from departmental training through to Deputy Managers.

These stages are building blocks and dependent upon each other for successful general management.

Promotion from one level to another will always be dependent on the position being available. Promotion will be achieved as a result of demonstrated ability and commitment.

Each of our Hotels is different in size and in style of our General Managers. An integral part of development for Assistant Managers is that they work in a number of hotels to gain maximum benefit from these factors.

Roles in Your Development

Your Own:

You are responsible for your own development. You are responsible for keeping up-to-date records of your progress and committing yourself to achieving it.

Your General Manager:

His/her responsibility is to ensure that you learn in the environment of the Hotel whilst contributing to the aims of the business. He/she will regularly monitor and review your progress and conduct a more formal appraisal with you twice a year.

Regional General Manager

He/she is responsible for the overall co-ordination of Assistant Managers to meet the future needs of the company. He/she will hold six monthly appraisal reviews with Graduates and Assistant Managers. The Regional General Manager is responsible for the ongoing off job training courses to meet specific needs.

How will you learn?

On the Job:

You will learn whilst you are doing the job using the resources available at your hotel.

Off the Job:

You will attend training courses that cover new skills to help you move through the programme. In particular you will attend our Teambuilding Workshop which provides the common language to team work used throughout the company.

The following schedules detail training you will undertake at each stage of the development programme.

SHIRE HOTELS MANAGEMENT DEVELOPMENT PROGRAMME

The Package:

Our Assistant Managers are expected to exhibit a high level of commitment both to the Hotel in which they work and the company in general. Within a relatively short space of time, after joining us, you will be working under considerable pressure and expected to take decisions, as a matter of course, which will have significant impact on the Hotel and its business.

In return we provide a salary and benefits package, which reflects the importance of your role. You can expect a rapid progression through our salary structure in line with your development.

STARTING SALARY & REVIEW:

- Competitive Salary.
- Salaries are reviewed in July each year, for inflationary purposes.
- Merit increases are awarded when you establish yourself in your first Assistant Manager role.

LIVE IN ACCOMMODATION: Subject to a realistic Live In Deduction from your salary. Junior Assistant Managers on the Management Development Programme will be offered live in accommodation as a temporary arrangement only

HOLIDAYS: 20 days per year from 1st April to 31st March plus Public Bank Holidays. After five years' service this increases to 25 days' holiday.

PROFIT INCENTIVE BONUS: Candidates on the MDP will be entitled to the opportunity to earn up to an additional 15% of salary based on the performance of the hotel once they have completed a year's service.

COMPANY PENSION SCHEME: You will be invited to join the company's contributory Pension Scheme

COMPANY SICK PAY SCHEME: The company also operates a Sick Pay Scheme at all levels of management.

**CLOTHING ALLOWANCE
DRY CLEANING:** We expect a high standard of personal appearance at all times. In recognition, of this you will receive £250.00 per annum clothing allowance along with dry cleaning of one suit per week.

MEALS ON DUTY: Will be provided.

SPA MEMBERSHIP: Most of the Hotels, in our group, have extensive leisure facilities. As a member of our Management Team you are able to take full advantage of these.

**HOTEL EXPERIENCE
SCHEME & DISCOUNT
SCHEME:** After a qualifying period you will be entitled to one weekend break per year in our Hotels. At other times you will receive a discount of 50% off the cost of food and accommodation and 25% off drink for close family

members.

EMPLOYEE ROOM
RATE SCHEME:

After a qualifying period, the rate for an overnight stay with breakfast for two people in a Shire Hotel or inn will be £19.50 pppn. Pre-booked dinner will be at an additional cost of £12.50 pppn in the hotels, food and drink in the inns is discounted by 25%

LONG SERVICE
AWARDS:

In recognition of 5, 10, 15, 20 and 25 years' service. In recognition of 10 years' service you will receive 5 days annual leave to be taken in the following holiday year only.

THE MANAGEMENT DEVELOPMENT PROGRAMME

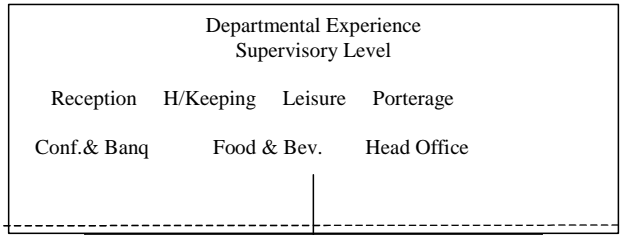
Qualification Requirement:

H.N.D. or Degree in Hotel & Catering Management

**APPROX
TIME**

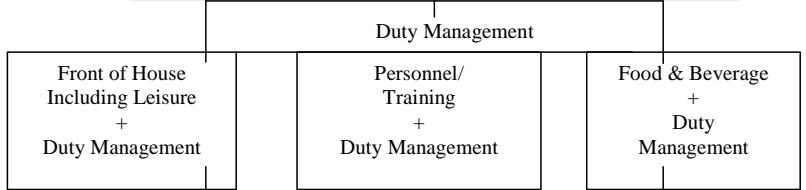
**9 – 12
Months**

(depending on
experience)



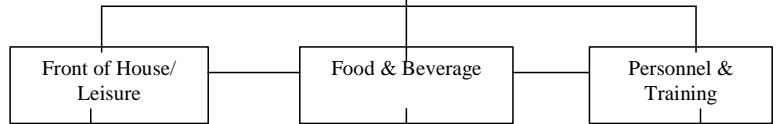
**Junior
Assistant
Manager**

**18 – 36
Months**



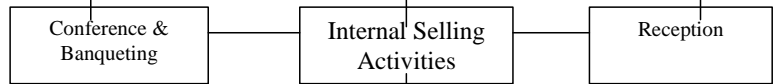
**Assistant
Manager**

24 Months

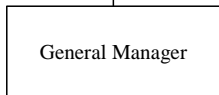
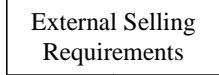


**Assistant Ops
Manager**

24 Months



**Operations
Manager**



MANAGEMENT TRAINING

STAGE 1 - INDUCTION (WITHIN FIRST THREE MONTHS OF JOINING)

| STAGE ONE | OFF JOB Internal & External Training | ON JOB The opportunities for learning that come with the day to day operation of the role |
|-----------|---|---|
| Induction | At Head Office * Vision and Philosophies * Policies and Procedures * The company - past and future * Our culture * The development programme | Hotel Induction Introduction to the team How company philosophies, policies and procedures are achieved at hotel level The Business Plan and Product Plan Introductions to the departments Fire and evacuation procedures Setting targets for departmental training |

SUCCESS CRITERIA

1. Induction checklist complete
2. Plan and implement a company and hotel induction for a new employee
3. Take responsibility for an evacuation procedure

MANAGEMENT TRAINING

STAGE 2 - DEPARTMENTAL TRAINING

| STAGE TWO | OFF JOB Internal & External Training | ON JOB The opportunities for learning that come with the day to day operation of the role |
|--|--|---|
| Delivering the Product Plan to meet the guests needs | One - day Shire Hotels Certificate in Basic Hygiene One - day Shire Hotels Certificate in Health & Safety | Achievement of the Standard Operating Procedures skills modules in: * Food service * Food production * Liquor service * Spa * Hotel control * Conference and Banqueting * Housekeeping * Porterage * Reception * Maintenance * Health & Beauty |

SUCCESS CRITERIA

1. Conduct an assessment of a member of staff in each department to meet the Standard Operating Procedures
2. Conduct a health and safety audit, prepare a report and recommend action to the Health & Safety Team

REVIEW

1. Review with Hotel Manager and Departmental Head following time in each Department. A written report to be produced of both task and process skills.
2. 6 monthly review with the Regional General Manager

MANAGEMENT TRAINING

STAGE THREE

| STAGE THREE | OFF JOB Internal & External Training | ON JOB The opportunities for learning that come with the day to day operation of the role |
|--|---|--|
| Supervising those who deliver the product plan to meet the customers needs | <p>Three - day supervisory skills</p> <p>One day Profit & Loss for Shire Hotels</p> | <p>Completion of supervision in a number of departments from:</p> <ul style="list-style-type: none"> * Food service * Liquor service * Spa * Conference and Banqueting * Housekeeping * Porterage * Reception <p>Cross departmental project on Profit and Loss issues</p> <p>Attendance, participation and presentation at HOD meetings</p> |

SUCCESS CRITERIA

1. Effective project recommendations
2. Effective presentation at HOD meetings
3. Cover two departments during holiday as supervisor

REVIEW

1. General Manager and Head of Department following time in Department.
2. Formal presentation of project work
3. 6 monthly review with the Regional General Manager

MANAGEMENT TRAINING

STAGE FOUR

| STAGE FOUR | OFF JOB Internal & External Training | ON JOB The opportunities for learning that come with the day to day operation of the role |
|---------------------|--|---|
| Preparing to manage | One -day People Management One-day Interview and Selection skills Working Together - A systematic approach | Duty Management: * Day - to - day operation of the hotel and problem solving * Guest contact * Secondment to Millstone for day- to-day operation |

SUCCESS CRITERIA

1. Problem solving capabilities
2. Successful secondment

REVIEW

1. Regular meetings with General Manager
2. Review with Regional General Manager following secondment

MANAGEMENT TRAINING

STAGE FIVE

| STAGE FIVE | OFF JOB Internal & External Training | ON JOB The opportunities for learning that come with the day to day operation of the role |
|---------------------------------------|---|--|
| Managing Personnel And Training | CIPD Personnel Management Course Payroll Management | Departmental handover Operation of Company Policies and Procedures on: * Recruitment * Training * Discipline * Selection * SOPs system * Grievance * Induction * Health & Safety * Exit interview * Manpower planning Planning and controlling our labour costs Administration of payroll Keeping up- to- date personnel files and records Duty Management Communication |

SUCCESS CRITERIA

1. A hotel manpower and succession plan
2. Management of staff turnover and/or increase in stability
3. Formal assessment of delivery training
4. All SOPs systems record up-to-date
5. Delivery of the annual roll over hotel training plan
6. Labour costs within the budget
7. P & T audit complete and successful
8. All communication meetings taken place
9. Reduction in Health and Safety exposure
10. Record supervision of fire drills and evacuation
11. Accurate timely payroll input
12. Accurate timely payroll forecasting

REVIEW

1. With Manager on regular basis
2. Formal company appraisal system.

MANAGEMENT TRAINING

STAGE SEVEN

| STAGE SEVEN | OFF JOB Internal & External Training | ON JOB The opportunities for learning that come with the day to day operation of the role |
|--------------------|--|---|
| Operations Manager | <p>Finance for non financial managers</p> <p>Situational leadership</p> <p>Introduction to Sales & Marketing</p> | <p>Deputising for the Manager in his/her absence</p> <p>Day to day operation of the hotel</p> <p>Understand process of three month forecasting, revenue & costs</p> <p>Understand the need to react accordingly with peaks and troughs</p> <p>To pro actively communicate with reservations, conference and RSM in order to understand booking trends/sales challenges by market sector</p> <p>Be actively involved in sales negotiations</p> <p>Coach team members on sales style & techniques</p> <p>Identify and contribute sales opportunities to GM / RSM</p> <p>Production of monthly Board Report</p> <p>Participation in annual budgeting and business planning</p> <p>Attendance at monthly Operations Meetings</p> <p>Attendance at monthly Sales & Marketing Meetings</p> <p>Day to day problem solving</p> <p>Day to day management of management team</p> <p>Evidence of day to day use of management attributes</p> <p>Understanding the principles of HOMER as a way of learning to gather and use business information.</p> |

SUCCESS CRITERIA

1. Successful operational management
2. Successful management of Assistant Managers
3. Able to update HOMER

REVIEW

1. With Manager on regular basis
2. Formal company appraisal system.

SHIRE HOTELS DEVELOPMENT PROGRAMMES

GNVQ / BTEC ENTRY OR EQUIVALENT

DEPARTMENTAL TRAINING PROGRAMME

What is the Departmental Training Programme?

The scheme provides GNVQ and Btec or equivalent level candidates with the opportunity to move directly into employment to attain supervisory level experience and become a competent General Assistant.

General Assistants need knowledge and experience in the areas of: sales and marketing, personnel and training, product and operational standards, revenue and control, purchasing, legal and administration, maintenance and development and new technology. An outgoing personality and the ability get work done yourself and through others are essential to achieve success. You will be required to use initiative and do some challenging tasks whilst coping with a variety of departmental activities. General Assistants need resilience plus the ability to work in hectic conditions and deal with problems, therefore, a genuine interest in the practical department skills is very important.

The work varies with the size of the establishment. In a large Hotel specialisation is possible, e.g., Front of House or Food and Beverage, or upon successful completion of the programme consideration will be given to suitable candidates progressing onto the Management Development Programme.

The basic skills in supervising a department are:

| | |
|--------------|---|
| PLANNING | analysing and assessing the departments requirements, establishing aims, setting targets, using records for forward planning and supervising staff. |
| ORGANISATION | allocating work, organising rotas and planning routine activities. |
| CONTROL | monitoring progress towards goals (e.g. profit levels), noting feedback from customers and staff, keeping records and statistics. |

Continued:...../

Structure:

In the diagram of the Departmental Training Programme (overleaf) all of the activities identified have been deemed essential to the overall performance of an effective General Assistant or Junior Assistant Manager. The programme is based on gaining the required level of competency, at each stage, as a pre-requisite to moving onto the next activity.

Shire Hotels have established a continuous development approach to Departmental Training in so far each Head of Department acts as a facilitator / advisor to the Department Trainee. This approach is strengthened by support from the Hotel General Manager who monitors progress and makes recommendations for General Assistants to be considered for the Management Development Programme.

Advancement through the programme is determined by each individual's performance in each of the activities. Most people will display an aptitude for some areas, rather than others and the activities have varying levels of difficulty. This means that it is not possible to set specific time-spans to be spent on various activities. However, it is felt that a minimum of 8 weeks, in each department, is essential to develop the required level of task (how you do the job) and process (how you get the job done through others) skills.

Attainment is acknowledged by assessment and appraisal conducted by your General Manager. The Regional General Manager follows up with an appraisal review as a way of monitoring individual progress and discussing and agreeing career plans.

SHIRE HOTELS DEVELOPMENT PROGRAMME: General Assistant

The Package:

Our General Assistants are expected to exhibit a high level of commitment to the company, Hotel and departments in which they work.

In return we provide a salary and benefits package which reflects the importance of your role. You can expect progression through our salary structure in line with your development.

| | |
|--|--|
| STARTING SALARY: | Competitive Salary. Salaries are reviewed in July each year, for inflationary purposes and at other times in line with your progress. |
| LIVE IN ACCOMMODATION | Subject to a realistic Live In deduction from your salary |
| HOLIDAYS: | 20 days per year from 1 st April to 31 st March plus Public Bank Holidays. After five years' service this increases to 25 days Holiday. |
| COMPANY PENSION SCHEME: | If you are aged 18 and over you will be invited to join the company's contributory Pension Scheme |
| COMPANY SICK PAY | The Company operates a sick pay scheme. |
| UNIFORM: | Will be provided appropriate for the department where you are working. |
| MEALS ON DUTY: | Will be provided. |
| SPA MEMBERSHIP: | Most of the Hotels, in our group, have extensive leisure facilities and you are able to take full advantage of these. |
| HOTEL EXPERIENCE SCHEME & DISCOUNT SCHEME: | After a qualifying period you will be entitled to one weekend break per year in our Hotels. At other times you will receive a discount of 50% off the cost of food and accommodation and 25% off drink for close family members. |
| EMPLOYEE ROOM RATE SCHEME: | After a qualifying period, the rate for an overnight stay with breakfast for two people in a Shire Hotel will be £19.50 pppn. Pre-booked dinner will be at an additional cost of £12.50 pppn. |
| LONG SERVICE AWARDS: | In recognition of 5, 10, 15, 20 and 25 years' service. In recognition of 10 years' service you will receive 5 days annual leave to be taken in the following holiday year only. |

DEPARTMENTAL TRAINING SCHEME

Qualification Requirement:

Catering & Hospitality Supervisory Qualification
NVQ Level III or Equivalent

| Approx. Time | Level |
|---------------------|--------------|
| 9 - 12 months | G.A. (I) |

GENERAL ASSISTANT (Level 1)

Hotel Induction
Food Service
Food Production
Liquor / Bars
Porterage
Function Service

| | |
|-----------|-----------|
| 12 months | G.A. (II) |
|-----------|-----------|

GENERAL ASSISTANT (Level II)

Reception
Housekeeping
Conference & Banqueting
Leisure
Shadow Duty Management

| | |
|--------|------------|
| Year 3 | J.A.M. (I) |
|--------|------------|

JUNIOR ASSISTANT MANAGER (Level I)

Subject to successful completion of the above and positive recommendation from the Hotel General Manager, Trainees will be put forward for consideration for transfer onto the company's
MANAGEMENT DEVELOPMENT PROGRAMME

SHIRE HOTELS DEVELOPMENT PROGRAMMES

DEGREE / HND / GNVQ ENTRY OR EQUIVALENT

INDUSTRIAL TRAINING PROGRAMME

Background:

The Shire Hotels Industrial Training Programme has been in place since the formation of the company as we have always been keen to encourage people to develop successfully within our industry. During this time a large number of undergraduates have spent their placement with us and some have returned to take-up full time employment.

What is the Industrial Training Programme?

Typically, a twelve or six month placement offered to candidates who are studying for a formal qualification in Hotel & Catering Management. These placements usually commence in July of each year.

Why Shire Hotels?

Spending your IT year with Shire Hotels will provide you with more than work experience alone. You will acquire skills and knowledge that will be relevant to you in your future career. You will see how communication and teamwork assist us to manage our business and make more of a difference. You will be encouraged to contribute directly to the success of the Hotel through projects and responsibilities that really matter to us as well as to you.

We will work hard to provide you with a placement that reflects your interests and talents. Of equal importance your experience will make you more attractive to your next employer which is good news for us because it might be Shire Hotels.

What are we looking for?

- Personal qualities - such as the ability to work in a team and be a good communicator.
- Business skills - such as planning, organising, control and the ability to meet deadlines.
- Technical and Craft Skills - including technology and being able to work in different departments.
- Motivated people who enjoy this vibrant industry.

Continued:...../

Structure:

Upon being offered a placement an individual Industrial Training Programme will be discussed and agreed with you and will take into account:

- The duration of your placement
- Your development needs
- The needs of the business.

The programme will be based on gaining the required level of competency, at each stage, as a pre-requisite to moving onto the next activity.

Your Head of Department will act as a facilitator / advisor to you. This approach is strengthened by support from the Hotel Personnel & Training Manager who monitors progress.

Advancement through your programme is determined by your performance in each of the activities. Most people will display an aptitude for some areas, rather than others and the activities have varying levels of difficulty. This means that it is not possible to set specific time-spans to be spent on various activities. However, it is felt that a minimum of 8 weeks, in each department, is essential to develop the required level of task (how you do the job) and process (how you get the job done through others) skills.

SHIRE HOTELS DEVELOPMENT PROGRAMMES: Industrial Placement

The Package:

Industrial Placements Candidates are expected to exhibit a high level of commitment to the company, Hotel and departments in which they work.

In return we provide a salary and benefits package which reflects the importance of your role.

| | |
|---------------------------|--|
| STARTING SALARY: | Competitive Salary. |
| LIVE IN ACCOMMODATION: | Subject to a realistic Live In deduction from your salary. |
| STATUTORY SICK PAY: | If you are unable to work through sickness we will comply with the statutory rules relating to SSP. |
| HOLIDAYS: | Holidays are accrued at the rate of 1.66 days per month. You are expected to accrue Holiday entitlement prior to taking a holiday. Holidays should be agreed with the Hotel General Manager. |
| UNIFORM: | Will be provided appropriate for the department where you are working. |
| MEALS ON DUTY: | Will be provided. |
| SPA MEMBERSHIP: | Most of the Hotels, in our group, have extensive leisure facilities and you are able to take full advantage of these. |

SHIRE HOTELS DEVELOPMENT PROGRAMMES

VACATION EMPLOYMENT

Shire Hotels offers work during Student Vacations at Christmas, Easter and Summer. Positions are usually available across all areas of our business and we especially welcome applications from Candidates who are studying for a formal qualification in Hotel & Catering disciplines. We also recognise that work related experience always looks good to a prospective employer when you are seeking full time employment.

Within our industry there are many jobs - receptionist, housekeeper, porter, chef, waiter/waitress, bar person, leisure club assistant etc., such a variety which ensures that your time spent with us is interesting and enjoyable. You leave us feeling that you have really achieved something and hopefully wanting to gain further industry experience with us.

What are we looking for?

- Personal qualities - such as the ability to work in a team, be a good communicator in a professional way.
- Business skills - such as planning, organising and control and the ability to meet deadlines.
- Technical and Craft Skills - including technology and being able to work in different departments.
- Motivated people who enjoy this vibrant industry.

Structure:

Upon being offered vacation employment we will take into account:

- The duration of your employment.
- Your development needs.
- The needs of the business.

The employment will be based on you gaining the required level of competency to enable you to perform to the standards expected.

Most people will display an aptitude for some areas, rather than others and the activities have varying levels of difficulty. During your employment your Head of Department will act as a facilitator / advisor to you. This approach is strengthened by support from the Hotel Personnel & Training Manager who monitors progress.

SHIRE HOTELS DEVELOPMENT PROGRAMMES: Vacation Employment

The Package:

Vacation Employment Candidates are expected to exhibit a high level of commitment to the company, Hotel and the department in which they work.

In return we provide a rate of pay and benefits package which reflects the importance of your role.

RATE OF PAY: You will be earning a wage applicable to the department in which you are working.

STATUTORY SICK PAY: If you are unable to work through sickness we will comply with the statutory rules relating to SSP.

HOLIDAYS: Holidays are accrued at the rate of 1.66 days per month. It is not always possible to take holiday entitlement due to the short period of time you are in employment. Therefore, any accrued Holiday entitlement will be paid in lieu on completion of your Vacation Employment.

UNIFORM: Will be provided appropriate for the department where you are working.

MEALS ON DUTY: Will be provided.

SPA MEMBERSHIP: Most of the Hotels, in our group, have extensive leisure facilities and you are able to take full advantage of these.