WORKING MATERIAL 1.8 · CHAPTER 1 — THE VISION OF OWNERSHIP (SECTION A) · SETTING: KATHMANDU, NEPAL

# Staff Engagement in Every Language Spoken Back of House

*Source: Francesco Dore, The Helm and the Lens, Volume 7a — GSTC Hotel Standard v4.0, subchapter 1.8 (book page 97)*

**GUIDING QUESTION**

*An attendance list proves that people were in the room. It does not prove that they understood what was said there, still less that they had any part in deciding it. When a hotel trains its staff in a language half of them do not speak, what exactly has it recorded, and what does the standard ask it to record instead?*

## 1 · Verification Pact: market claims against the standard

*Copied from the book. The last column is for your property: what holds here, and how you know it.*

| What is claimed | Binding? | What actually holds | In our property |
|---|---|---|---|
| A signed attendance list proves that training was effective | No | A7.4 asks for records, but A7.3 asks for training that ensures understanding of basics and roles | |
| Training in the working language is sufficient | No | A7.5 asks for materials in languages understood by all relevant staff, particularly those not fluent in it | |
| Staff engagement means informing staff of the policy | No | A7.1 asks for engagement in developing and implementing the policy and action plans | |
| A small hotel needs a sustainability committee | No | The guidelines allow informal meetings and integration into existing roles, with one designated overseer | |
| GSTC training is mandatory for staff | No | The guidelines say programmes may include GSTC hotel training or an equivalent programme | |
| Staff feedback must be reviewed and documented | Yes | A7.7 asks for regular review and documentation of engagement and feedback | |

## 2 · Common mistakes — a self-check

*Tick each mistake you recognise in your own property, and note where it shows.*

☐ Treating a signed attendance list as proof that training was understood.

☐ Delivering training only in the working language of management.

☐ Translating materials without training, discussion or a check of understanding.

☐ Designing procedures in the office and presenting them to staff as finished.

☐ Reading silence or a signature as agreement.

☐ Leaving supervisors who speak staff languages out of the training and feedback process.

☐ Assuming a small hotel needs a formal committee, rather than a regular conversation with one designated overseer.

☐ Collecting staff feedback without documenting what was changed because of it.

## 3 · A Checklist for Training That Is Understood

*The book's checklist, with a column for your own answer.*

| Question | Why it matters | Our answer |
|---|---|---|
| Which languages do our staff speak, by department, and in which are our materials written? | A7.5 asks for materials in languages understood by all relevant staff | |
| Does our training check understanding, or only record attendance? | A7.3 asks for training that ensures understanding; A7.4 asks for records | |
| Were staff involved in designing the procedures they are trained in? | A7.1 asks for engagement in developing and implementing the plans | |
| Is every sustainability responsibility assigned to a named role? | A7.2 asks for clearly defined roles and responsibilities | |
| How do staff tell us that something is not working, and who reviews it? | A7.7 asks for regular, documented review of engagement and feedback | |
| Do we support staff in obtaining the qualifications their roles require? | A7.6 asks for support with job-related certifications and training | |

## 4 · What would show this is working

*Questions drawn from the subchapter's reading of the standard and its practical application. Indicator references point to the GSTC Hotel Standard v4.0; where the evidence lives is this book's practice, not a requirement of the standard.*

| Question | Where the evidence lives | Seen? |
|---|---|---|
| Are staff engaged in developing and implementing the policy and action plans (A7.1)? | Notes of consultations, meetings or feedback sessions | ☐ |
| Does every relevant role have defined sustainability responsibilities (A7.2)? | Job descriptions or a responsibility list | ☐ |
| Is there orientation and structured training, with records (A7.3, A7.4)? | Training programme, attendance lists, materials | ☐ |
| Are training and reference materials in languages understood by all relevant staff (A7.5)? | Language map of staff; translated materials | ☐ |
| Is staff engagement and feedback regularly reviewed and documented (A7.7)? | Feedback log and quarterly review notes | ☐ |

> *What this sheet is not: the GSTC Hotel Standard does not prescribe this form. It is a working aid drawn from the book; the standard's criteria, indicators and guidelines govern the real case. Independent material; not affiliated with or endorsed by the GSTC. The standard's own text at www.gstc.org prevails.*