WORKING MATERIAL 2.2 · CHAPTER 2 — THE OPERATIONAL PERSPECTIVE (SECTIONS B, C AND D) · SETTING: ARUSHA, TANZANIA

# Local Employment and Local Entrepreneurs

*Source: Francesco Dore, The Helm and the Lens, Volume 7a — GSTC Hotel Standard v4.0, subchapter 2.2 (book page 213)*

**GUIDING QUESTION**

*A hotel can employ hundreds of local people and still keep every door above the first floor closed to them; it can fill its shop with souvenirs of a place while the people who make them sell by the roadside. Criteria B2 and B3 ask a narrower question than "do we hire locally?": local to which level, and on whose terms?*

## 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 high share of local staff satisfies B2 | Only partially true | B2.3 asks for the proportion in management and supervisory positions as well as overall | |
| B2 requires a quota of local staff | No | It requires fair and equitable opportunities for local residents who meet job-related qualifications | |
| Local candidates must be preferred over better-qualified outsiders | No | B2.1 refers to qualified local residents; B8 separately prohibits discrimination on non-merit grounds | |
| Temporary and seasonal posts fall outside B2 | No | B2.2 covers recruitment for both permanent and temporary staff | |
| Selling local crafts in the shop meets B3 | Only partially true | B3.1 also asks for support in developing products and a list of what is supported | |
| Any product labelled local counts | No | The A13 note excludes traders who primarily provide goods from outside the destination | |

## 2 · Common mistakes — a self-check

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

☐ Publishing a headline share of local staff without breaking it down by level.

☐ Filling supervisory posts through a single external route that internal candidates cannot see.

☐ Treating local employment as a quota rather than as fair access for qualified residents.

☐ Leaving temporary and seasonal recruitment outside the written procedure.

☐ Describing imported stock as local craft in the shop or in marketing.

☐ Buying from local entrepreneurs without supporting them in developing their products.

☐ Keeping no list of the local products and services the hotel supports.

☐ Writing tenders without any criterion on suppliers' local employment.

## 3 · A Checklist for Local Employment and Enterprise

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

| Question | Why it matters | Our answer |
|---|---|---|
| Do we have a written policy on local employment, with a definition of local? | B2.1 requires a written policy | |
| How was each supervisory and management post filled in the last three years? | B2.2 asks for transparent and inclusive recruitment | |
| What share of supervisory and management posts are held by local residents? | B2.3 asks for monitoring at those levels, not only overall | |
| Do our tenders favour suppliers who employ local people? | B2.4 asks for preference to such suppliers | |
| Which local products and services do we support, and how? | B3.1 requires a list and support in developing or improving them | |
| How do guests learn about local entrepreneurs' products and services? | B3.2 asks the hotel to promote them | |

## 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? |
|---|---|---|
| Is there a written policy committing to fair employment opportunities for local residents (B2.1)? | Local employment policy with definition of local | ☐ |
| Is recruitment transparent and inclusive, for permanent and temporary staff (B2.2)? | Vacancy notices and appointment records | ☐ |
| Is the proportion of local staff monitored, including in management and supervisory posts (B2.3)? | Staff table by level and residence | ☐ |
| Is preference given to suppliers who support local employment (B2.4)? | Purchasing criterion and contracts | ☐ |
| Do we keep a list of the local products and services we support, and promote them to guests (B3.1, B3.2)? | List of supported products; display or sales space | ☐ |

> *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.*