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# BE OUR GUEST:

THE EMPLOYER'S GUIDE TO THE

# HOSPITALITY INDUSTRY

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# Introduction

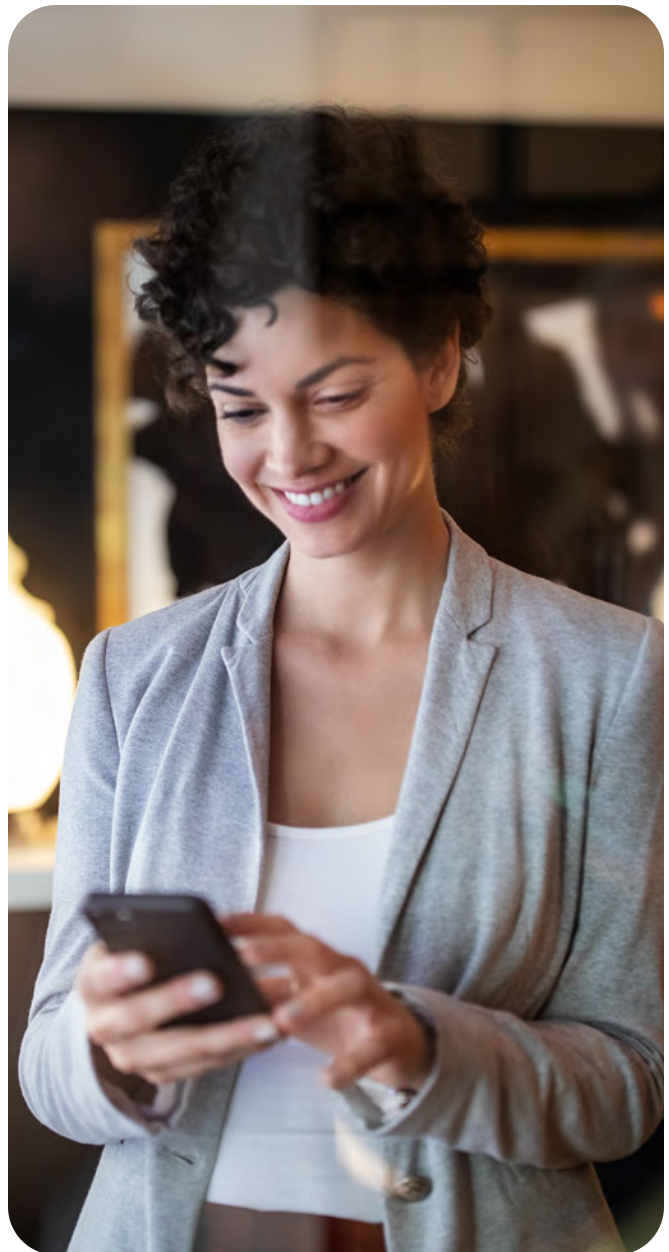
Imagine a world where every room is occupied, where the sound of chatter fills dining rooms, and where guests leave with smiles, carrying stories worth sharing. Achieving a high occupancy rate, is a prime objective, yet rising food costs and economic fluctuations present formidable challenges.

Customer service, the cornerstone of the hospitality industry, has evolved dramatically. Today, it demands more than just a friendly face; it requires an understanding of diverse guest expectations and a knack for creating memorable experiences. We will explore how mastering this can set your establishment apart in a fiercely competitive landscape.

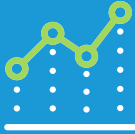
The recent pandemic has reshaped the contours of our industry, forcing a reevaluation of traditional practices. Understanding the new dynamics and embracing flexibility will be crucial. This book addresses these shifts head-on, providing you with insights to recover, innovate, and lead in this new era.

Compounding these challenges is a labor shortage that has touched every corner of the hospitality sector. Finding the right people and, more importantly, retaining them has never been more critical. We delve into practical methods for attracting skilled employees, fostering a workplace culture that promotes retention, and leveraging technology to enhance staff satisfaction and effectiveness.

This guide serves as both your compass and companion through the complexities of managing a successful hospitality business in modern times.



# Recruitment and Onboarding



*Employers continue to struggle with the labor shortage. Below are four ways you can increase your talent pipeline.*

#1

## Apprenticeship Opportunities

The hospitality industry has traditionally been one of the fastest-growing industries in the United States, where many workers find their first jobs. Apprenticeships can connect employers with a skilled workforce and career seekers with jobs.

The U.S. Department of Labor's Office of Apprenticeship promotes and oversees quality, accessible Registered Apprenticeship opportunities for workers seeking higher-skilled, higher-paying jobs and engages employers seeking to build a qualified, diverse, and inclusive workforce.

In 2022, there were 7,140 registered apprentices in the hospitality industry, which has grown significantly over the last three years.

<https://www.apprenticeship.gov/apprenticeship-industries/hospitality>

#2

## Older Workers

Consider older workers as an untapped talent source. In today's ever-evolving job market, it's beneficial to appreciate the value of experienced workers and use their expertise. Their experience helps them understand and solve difficult problems by using past examples and making informed decisions.

This can help other individuals improve their job performance and promote a culture of sharing knowledge and continuous improvement. Additionally, older workers have a reputation for reliability and strong work ethic, which can contribute to higher productivity, fewer scheduling disruptions, and improved business outcomes.





## Second-Chance Hiring

Second-chance hiring is the practice of hiring individuals with a criminal record. Second-chance hiring is a massive source of talent that many businesses can benefit from. There are an estimated [70 million Americans](#) with arrest or conviction records that create significant barriers to reintegration into society.

The federal [Work Opportunity Tax Credit](#) gives employers who hire a qualified ex-felon a tax credit of up to 25% of their first year's wages if the employee works at least 120 hours and 40% if they work over 400.



## Employee Referral Program

An employee referral program is a recruiting strategy in which employers encourage current employees to refer qualified candidates for job openings. Current employees often know someone who would make a good addition to the company. The referring employee would be eligible to receive a monetary bonus if they refer an external candidate and that person is hired.

# Onboarding

Onboarding is integrating a new employee into the organization. An onboarding done well can lay the foundation for long-term success for both the employee and employer. Onboarding actually starts when the new hire first interacts with the company as an applicant and should continue during their first year with the organization.

Orientation is a key step in the onboarding process. In addition to new hire paperwork and administrative procedures, orientation introduces the employee to the company's history, mission, and culture. It allows you to set clear expectations about the position. You should ensure they have everything needed to do their job.

You want to get new employees off to the right start. Recognize the importance of having new employees feel welcomed and part of the organization and provide a consistent and energizing onboarding experience. Managers can play an active role in onboarding, and co-workers can be involved as well. In addition to providing training on processes and tools, assigning a new hire to work alongside a seasoned employee (a "buddy") is also a great way to help them get acclimated.

When it comes to employee retention, the first 90 days are a crucial time for a new hire. You'll want to have several check-ins and coaching sessions during this introductory period as they get up to speed on their responsibilities and adjust to your team and company. Poor onboarding can lead to high turnover within the first year of employment.



# Compensation and Benefits

*With inflation continuing to outpace wage growth, many employees might feel their paychecks aren't stretching as far, which could lead to decreased employee satisfaction and morale. Employers must offer competitive pay and benefits to attract and retain good workers.*

## Minimum Wage

Over the last decade, the Fight for \$15 movement has advocated for a rise in the federal minimum wage to \$15 per hour. The federal minimum wage hasn't budged from \$7.25 per hour since 2009, but many states and municipalities have their own minimum wage requirements, which typically increase on an annual basis. Employers must pay the higher rate when there is a difference between federal, state, and local requirements.

Sometimes, there may be additional industry requirements. New York has a Hospitality Wage Order that regulates minimum wage, as well as meal credits, uniform allowances, and split shift pay.

**Effective April 1, 2024**, in California, covered fast-food restaurants (quick-serve restaurants with 60 locations or more, with certain exceptions) must pay employees a minimum wage of \$20.00 per hour.

**Effective July 1, 2024**, hotel employers (hotels with 60 or more rooms) in the City of Los Angeles must pay covered employees a minimum wage of \$20.32 per hour and provide paid time off.

## Tipped Employees

Under the [FLSA](#), a tipped employee is an employee engaged in an occupation in which they customarily and regularly receive more than \$30 a month in tips.

### Tip Credit:

The FLSA permits an employer to take a tip credit toward its minimum wage and overtime obligation(s) for tipped employees. An employer that claims a tip credit must ensure that the employee receives enough tips from customers and direct (or cash) wages per workweek to equal at least the minimum wage and overtime compensation required under the FLSA.

### DOL 80/20 Rule for Tipped Employees:

Under this rule, which took effect in December 2021, employers will be able to claim a tip credit only during the time their employees spend on tip-producing work or on directly supporting work that takes up no more than 20% of their workweek and no more than 30 continuous minutes at any one time.

### Notice to Tipped Employees:

Employers must provide specific information to tipped employees before taking a tip credit under the FLSA.

### Interaction with State Laws:

When state law differs from the federal FLSA, an employer must comply with the standard most protective to employees.

## Employers, Including Managers and Supervisors, May Not “Keep” Tips:

Regardless of whether an employer takes a tip credit, the FLSA prohibits employers from keeping any portion of employees' tips for any purpose, whether directly or through a tip pool. A manager or supervisor may keep only those tips that they receive directly from a customer for the service they directly and solely provide.

### Tip pooling:

The FLSA allows employers to require employees to share or “pool” tips with other eligible employees.

### Traditional Tip Pooling:

An employer that takes a tip credit can require tipped employees to contribute tips only to a tip pool, which is limited to employees in occupations in which they customarily and regularly receive tips, such as waiters, bartenders, and counter personnel who serve customers.

### Other Tip Pooling:

When an employer pays its employees a cash wage of at least the federal minimum wage per hour, the employer may impose a mandatory tip pooling arrangement that includes employees who are not employed in an occupation where employees customarily and regularly receive tips.

### Service Charges:

A compulsory charge for service, for example, 15 percent of the bill, is not considered a tip under the FLSA. Sums distributed to employees from service charges are not tips but may be used to satisfy the employer's minimum wage and overtime pay obligations under the FLSA.

You can learn more about tipped employees from this FrankCrum blog [Recent DOL Rules on Tip Regulations \(frankcrum.com\)](#) and from the U.S. Department of Labor [Fact Sheet #15](#).

Tipped minimum wage is trending to be phased out. Seven states already pay a single minimum wage regardless of tips, and a few other states, such as Maryland and Arizona, have ballot initiatives this year (2024). This coincides with customers becoming more frustrated over tipping etiquette and additional gratuity expectations.

## Employee Health

Studies show that employers who offer healthcare and other benefits improve employee recruitment, retention, job satisfaction, productivity, and more. A healthy workforce is good for business. In the following section, we will explore physical, mental, and financial health.

Beyond employer-sponsored health insurance, ancillary or voluntary benefits are group plans or discounts paid through employee payroll deductions outside the parameters of health insurance. These benefits typically don't require an employer contribution but can be offered to employees at a discounted group rate. Offering a range of products can help ensure you meet employees' various needs.

Employers can highlight wellness events such as The American Heart Walk or The Great American Smokeout. About 34 million American adults still smoke cigarettes, and smoking remains the single largest preventable cause of death and illness in the world. You could promote a team chat group for support, encouragement, and other resources: Tobacco Free Florida offers free 4-week nicotine replacement patches, gum, or lozenges.

Mental health concerns such as depression, anxiety, stress, and burnout don't just impact employees' personal lives; they affect the workplace, too.

### **Some of the consequences of poor mental health include:**

- Increased absences and costs
- Decreased job performance
- Strained relationships with co-workers

Managers can support team members by looking out for their mental well-being and recognizing when someone is having more than just a bad day. By responding sensitively, managers can make it easier for employees to get the help they need to feel better.

Depending on the circumstance, a referral to an Employee Assistance Program (EAP) may be the right course of action. Other times, implementing a flexible work schedule or promoting work-life balance might do the trick. In any case, employers must be aware of complying with laws that may apply to an employee dealing with mental health challenges, such as the ADA and FMLA.



# Financial Health

## 401(k)

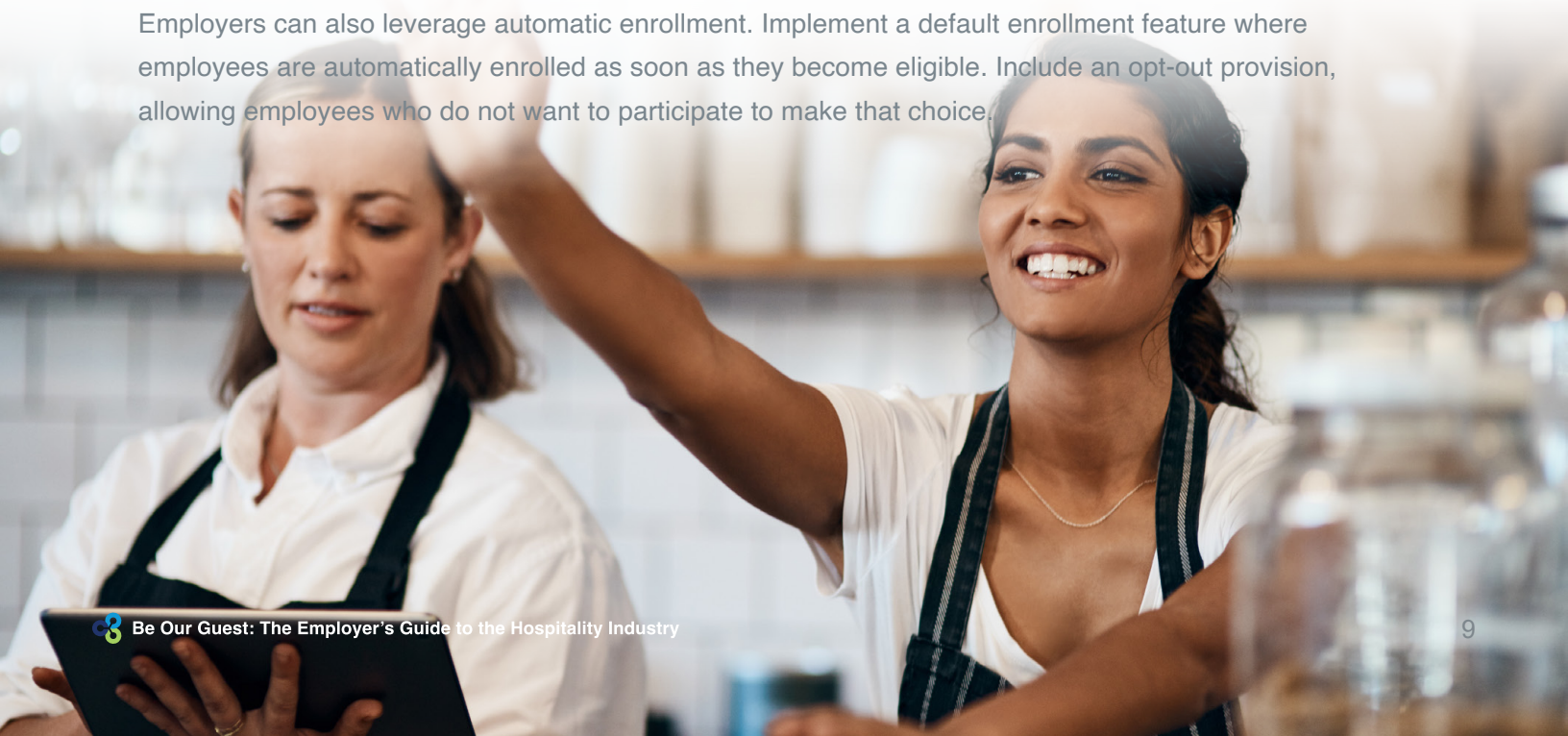
A robust 401(k) plan is a valuable benefit employers can offer their employees to help them prepare for retirement. Offer a 401(k) matching contribution program where the employer matches a portion of the employee's 401(k) contribution.

However, simply having a plan in place is not enough. As an employer, it's important to implement strategies that motivate employees to take full advantage of this retirement savings tool. Employees may not fully comprehend the benefits of participating in a 401(k) plan, including potential tax advantages, employer matching contributions, or the long-term impact of compounding interest. The complexity of 401(k) plans, investment options, or unfamiliar jargon can discourage employees from taking action.

Employers can offer guidance to their employees in several ways:

- 1. Financial Education Learning:** Organize workshops or seminars where employees can learn about various topics, including budgeting, debt management, retirement planning, and understanding 401(k) plans. Invite financial experts or advisors to conduct them, provide practical tips, and offer one-on-one consultations with personalized advice to help employees make informed decisions.
- 2. Retirement Planning Tools:** Offer access to retirement planning tools that allow employees to estimate their retirement needs, explore different savings situations, and evaluate the impact of varying contribution levels.
- 3. Employee Assistance Programs (EAPs):** EAPs can include financial counseling services as part of their offerings. Employees can receive confidential guidance from professionals who can help them with budgeting, debt management, and retirement planning.

Employers can also leverage automatic enrollment. Implement a default enrollment feature where employees are automatically enrolled as soon as they become eligible. Include an opt-out provision, allowing employees who do not want to participate to make that choice.



## Student Loan Assistance

Educational assistance benefits are reimbursements for tuition and other necessary educational expenses. Employers may offer up to \$5,250 in educational assistance benefits on a pre-tax basis if they operate a qualified educational assistance program. Through 2025, employers can also make payments to an employee's student loans on a pre-tax basis up to \$5,250.

With an average monthly student loan payment of [\\$503](#), employers can significantly reduce or eliminate this monthly cost for employees with pre-tax student loan repayment benefits. Employers should note that average monthly payments may decrease due to the new federal student loan repayment program, the SAVE Plan, launched in August 2023, and continuing student loan forgiveness efforts on the federal level.

Many employees will stop contributing to their retirement plans to keep up with student loan payments. To help employees continue to save for retirement, employers can make retirement contributions for employees, even when they can't. That is, when an employee makes a qualified student loan payment, an employer can make a matching contribution to the employee's defined contribution retirement account.

If employees are feeling stressed about making rent or paying for other necessities, communications about long-term retirement advice won't gather attention, much less engagement. Employers can help by offering benefits that specifically reduce costs of living. The following are examples of employee benefits designed to reduce such costs:

- Dependent care benefits (on-site childcare, DCFS, etc.)
- Employer discounts (gym, cellphone, etc.)
- Pet Insurance
- Transportation benefits

In addition to offering benefits to help employees save for retirement and manage their student loans, employers must remain vigilant of signs of financial distress, worsening physical and mental health, and disengagement. Most importantly, employers should make sure employees know they're not alone by communicating often and intentionally with employees about their options.

Many workers in the hospitality industry have additional benefits such as discounts for travel and lodging, free or discounted food, and access to fun events. Implementing benefit programs that resonate with employees helps to create a positive impact on employee satisfaction and overall organizational performance. Regularly evaluating strategies, addressing barriers, and adapting to employee needs and preferences will contribute to long-term success with benefit offerings.

## Paid Time Off

U.S. employers aren't federally mandated to offer time off for relaxation; if they choose to do so, the time off provided may be paid or unpaid. Absent any state or local requirement to provide paid time off, an organization should provide time off to employees to use in the event of temporary illness or injury for themselves or immediate family members.

Many states and localities have passed paid time off or sick leave time requirements, sick and safe leave, or paid leave for any reason (such as in Illinois and Nevada). The accrual is typically about 1 hour of sick leave for every 30 hours the employee works (such as in New Jersey and Virginia). Discussions on paid leave at the federal level have come to the forefront again; as part of President Biden's annual budget proposal FY 2025, he would set aside billions of dollars for the U.S. Department of Labor to address worker protections and establish a paid leave program.

When workers don't take the appropriate amount of time off, it's likely to lead to burnout and negative business outcomes.

## Flexibility

While it may be seen as a benefit, flexibility and paid time off have become a must-have for attracting and retaining workers. Remote work is not an option for most employees in the hospitality industry, but an employer can offer flexibility where they can. Offering an employee the option to come in later, leave early, or take an extended lunch break occasionally to handle a personal matter would be welcome.

With the gig economy, many staff juggle multiple jobs and schedules. Providing the work schedule well in advance will help employees manage their time and responsibilities. Scheduling employees can be very time-consuming for a hospitality employer; technology offers various tools, and a scheduling app can help the employer manage the schedule and assign open shifts to employees who would like them. Predictive scheduling and other regulations must be taken into consideration (covered later on in this e-book).

## GOOD TO KNOW

# Balancing Employee Paid Time Off Requests

### *What happens when almost all of your employees want paid time off (PTO) for a holiday?*

Holidays are often a popular time to ask for PTO so employees can travel and spend time with family and friends. Here's what you need to know about PTO for a holiday:

- **Know what is best for your business:**  
Be flexible but realistic. If you can, try to accommodate as many of those PTO requests as possible in line with business needs.
- **Be fair in accommodating requests:**  
Some businesses prefer a "first come, first serve" approach, but that can be difficult if certain employees request off for every holiday well in advance to ensure they have time off. Perhaps have a practice where everyone gets a chance to have extended holiday time off on a rotating basis.
- **Be aware of religious requests:**  
Religious discrimination in the workplace is unlawful. Suppose an employee asks for the day off for religious or belief reasons and you deny their request. In that case, you must provide a reason unrelated to religion or belief to justify your decision.
- **PTO requests can be denied:**  
It can be tough, but employers do have the right to deny a request for PTO. There are no federal mandates requiring employers to give employees paid time off for a holiday.





# Rewards and Recognition

## Incentive Program

An incentive program is a formal program used to encourage specific behavior by a group of people and may be for a pre-determined amount of time. Extrinsic motivations such as cash rewards can work with jobs that are repetitive or involve physical exertion. Incentive pay plans that are properly designed and administered can benefit both the employee and employer, motivating and rewarding workers.

Bonuses can increase productivity and improve business results. You could have an incentive for the front desk representatives to increase the walk-in conversion rate, the servers for upselling and pre-bussing, and the sales manager to increase banquet bookings. In addition to providing incentives, it is important to remember to remove obstacles that can demotivate workers.

The best incentives are aligned with company and department goals. Employers should consider both the intended—and unintended—consequences and determine whether incentive pay is an ideal fit for their organization. If they ultimately decide to implement a program, they should monitor it closely to ensure it achieves the desired goals.

## Personalized Rewards

Beyond the bonus, you can reward employees on a more personal level. Managers can talk with their employees and learn what motivates them and what rewards they may like. A gift certificate to a local experience (museum, festival, etc.) and getting to leave work early may be a more meaningful reward to an employee than just a bonus.

You want to reward your employees. However, huge rewards can often miss employee desires completely. Many of the best rewards cost very little and are most effective when they are meaningful to the employee and given with sincere appreciation.



## Recognition

It's easy to get caught up in the daily routine and forget to recognize the contributions of team members. This is a serious misstep. Recognition is crucial to retaining high performers and motivating employees toward excellence.

### What are the benefits of recognition?

- Important for sustained high-level performance
- Motivation to improve performance
- A cost-effective way to impact the bottom line

Some individuals may enjoy public recognition at the daily huddle or weekly departmental meeting, while others may prefer a more low-key acknowledgment. Recognition is important for high performance. A sincere thank you and recognition of an employee going above and beyond should be a regular practice in the organization.



*Let's say your Food Manager significantly reduced food waste last quarter and also came up with an idea related to the recent afternoon snacking trend that could be implemented. You would like to acknowledge this effort, but you have a limited budget.*

*Remember, there are many ways to recognize and reward an employee — from low or no-cost options to those that are quite expensive.*

*More important than monetary value, however, is making sure that the reward matches the employee's needs and is given with sincere appreciation.*





# Employment Law Considerations

## Child Labor

Hiring applicants under the age of 18 can make good business sense to many companies. Even so, employers considering using child labor must understand their responsibilities with the employment of minors (individuals under 18 years of age).

Child labor is regulated by the federal Fair Labor Standards Act (FLSA) and state labor laws. Typically, the FLSA and state labor laws divide minors into two categories: 14 to 15 years old and 16 to 17 years old. Younger workers have more restrictions on the types of jobs they can perform and the number of hours they are allowed to work.

If there seems to be a conflict between your state's child labor law and the FLSA, the stricter of the two prevails. For more information on your state's laws, visit your state Department of Labor's website.

Employers should verify the age of all minors in their employ. You may obtain an age certificate issued by the Wage and Hour division of the Department of Labor, although work permits are not required on the federal level. On the other hand, some states may require either the employer or the minor to obtain work permits through the state's Department of Labor.

The Department of Labor says that the National Institute for Occupational Safety and Health estimates that 160,000 American children suffer occupational injuries every year—and 54,800 of these injuries are serious enough to warrant emergency room treatment.



## Deductions

*Can I charge for uniforms?*

*Can I deduct for cash shortages?*

*Can I withhold for damaged property?*

There may be situations where an employer deducts for items necessary for the employee to work at the company, such as uniforms or tools. For these types of items that are for the benefit of the company, you would not be permitted to deduct in a way that would bring an employee below minimum wage. Some states have very strict requirements as to whether you can deduct for these items in the first place or if you will need to have a signed authorization from the employee before being able to start these deductions.

For the most part, federal law is silent on whether employers can deduct for employee negligence, malice, theft, or failure to return property, leaving employers with the main guidance not to deduct below minimum wage. However, most states (for instance, Texas) have specific regulations about whether these deductions are allowed, under what circumstances, if written authorization is required, and what must be included in that authorization. In California, deductions for breakage or loss of equipment are generally prohibited unless the employee acted dishonestly or was grossly negligent, which would require both written authorization to make the deduction and proof in case the employee argued that these conditions were not met.

While some states are as silent on deductions as federal law, such as Georgia, collecting written authorization from employees before deducting from an employee's paycheck is still a good idea to avoid a claim of unlawfully withheld wages. If your state allows it, a blanket authorization may be a great solution; when assigning company property to employees, such as laptops, cell phones, and keys, provide a document listing these items along with the replacement cost should they be lost, damaged, or not returned and have the employee sign the document acknowledging the repercussions should the items not be returned (or become damaged) before allowing them to begin using them.

## Predictive Scheduling

While workplace flexibility practices have been embraced by many employers, some jurisdictions have passed laws protecting an employee's right to request flexible working options.

Certain jurisdictions have gone further and introduced scheduling laws or fair workweek ordinances, alternatively referred to as predictive scheduling. These predictive scheduling laws tend to share several commonalities:

- **Advance notice to employees of work schedules.** The notice period can vary by. Usually, a 14-day advance notice of schedules is required. In addition, notice of the employer's good faith estimate of an employee's schedule may be required at hire.
- **Premiums for failing to provide required notice.** Predictability pay may be added in addition to an employee's regular rate of pay as a penalty for failing to provide appropriate notice for a schedule change.
- **Rest between work shifts.** "Clopensing" provisions may limit employers from scheduling employees for back-to-back shifts. Some jurisdictions allow an employee to decline a shift in certain circumstances.
- **Opportunity to work extra hours.** An employer must offer additional hours to current employees before hiring other workers to work those hours.

Employers in the hospitality industry need to stay on top of laws related to scheduling in their locations, which, in addition to predictive scheduling, could include the seventh day of rest and spread of hours/ split shift regulations.



## Unions

Starbucks and Amazon are two well-known examples of businesses making headlines because of worker unionization efforts. While you may be aware of unions such as Unite Here and Restaurant Workers United, you may not have spent too much time worrying about collective bargaining if you are a small or mid-sized business owner. Even so, you should know that the majority of private-sector businesses in the U.S. are still governed by laws that allow employees to seek better working conditions, regardless of whether they currently have a unionized workforce. That brings us to the National Labor Relations Act (NLRA).

### The NLRA grants employees two basic rights:

- The right to form, join, or assist a union and
- The right to engage in concerted activities for mutual aid or protection.

Employees have the right to unionize and join together to advance their interests as employees and to refrain from such activity. Employers (and their managers) may not interfere with, restrain, or coerce employees who exercise their rights.

The NLRA gives employees the right to engage in protected concerted activities whether they are represented by a union or not. It broadly defines

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*Remaining in compliance with laws and regulations helps organizations avoid penalties, fines, and lawsuits while offering employees protection from unsafe working environments and unethical or illegal behavior.*

”

concerted activities, from worker unionization to less obvious applications. There are many actions protected under the NLRA.

- **Social media posts** – Employees may address work-related issues and share information about pay, benefits, and working conditions with co-workers on social media platforms to initiate, induce, or prepare for group action. (Note: An individual griping about work is probably not considered a “concerted activity.”)
- **Discussing wages with peers** – Employees may discuss wages. Any policies prohibiting such conversations are unlawful.
- **Political viewpoints** – Employers can limit workplace discussion of politics. Still, they may risk unfair labor practices if limiting the discussion of a candidate’s position on workplace issues such as healthcare, benefits, wages, etc.
- **Displaying a union insignia** – The NLRB has ruled that insignia on buttons, t-shirts, etc., are a form of protected communication unless special circumstances exist that jeopardize safety.

Managers and supervisors are considered part of a company’s management, not its workforce, so managers and supervisors cannot join unions or be part of the bargaining process.

Understanding that the NLRA can apply to you and your business, even if your workforce is not unionized, is crucial. [Visit this link](#) to help determine whether the law applies to your business. The NLRB has become increasingly active in issuing guidance and rules that affect employers in unionized and non-unionized businesses. Recently, the NLRB has found that many employers are restricting employees’ exercise of protected concerted activity concerning pay and working conditions.





# Training and Development

You will have required training based on your industry, hotel flag, restaurant chain, franchisor, and management company, including customer service training, food handling, alcohol safety, etc. There is training on the POS system or the hotel check-in software. There are evolving AI and digital changes to stay on top of. There is training that is specific to a worker's job duties. There are other training and development options to keep in mind as well for employees.

## Human Trafficking

New York hospitality employers are required to provide human trafficking training and post human trafficking signs with hotline information. Even if not required in your state, education can be offered.

Traffickers often take advantage of the privacy and anonymity accessible through the hospitality industry. Hotels and motels can be especially attractive locations for all forms of trafficking; however, human trafficking also occurs in other areas in the tourism industry. Staff are not necessarily educated on how to recognize and report signs of trafficking.

[The Department of Homeland Security has a Hospitality Toolkit](#) that offers tips and resources that can help inform and educate hospitality employees about human trafficking.

It includes posters of human trafficking warning signs for hotel and motel staff; housekeeping, maintenance, and room service staff; concierge, bellman, front desk, security, and valet staff; and food and beverage staff.

## Sexual Harassment

As an employer, you want to ensure your employees can perform their job duties in a safe work environment. While it may be easier to recognize fall hazards or faulty equipment, employers should also safeguard against another risk: sexual harassment. Over 6,200 claims of sexual harassment were filed with the EEOC in 2022, which doesn't account for many other employees who felt forced to leave their jobs or, worse, struggled with harassing behavior in silence.

Implementing a non-harassment policy and providing harassment prevention training can help decrease the chances of harassing behavior and harassment claims occurring in your business. Some states have made it a mandatory requirement to provide sexual harassment training.

When a complaint arises, an investigation should be conducted immediately to promptly take necessary action. This means reaching out to HR in many cases. It is also essential to take all steps necessary to prevent retaliation.

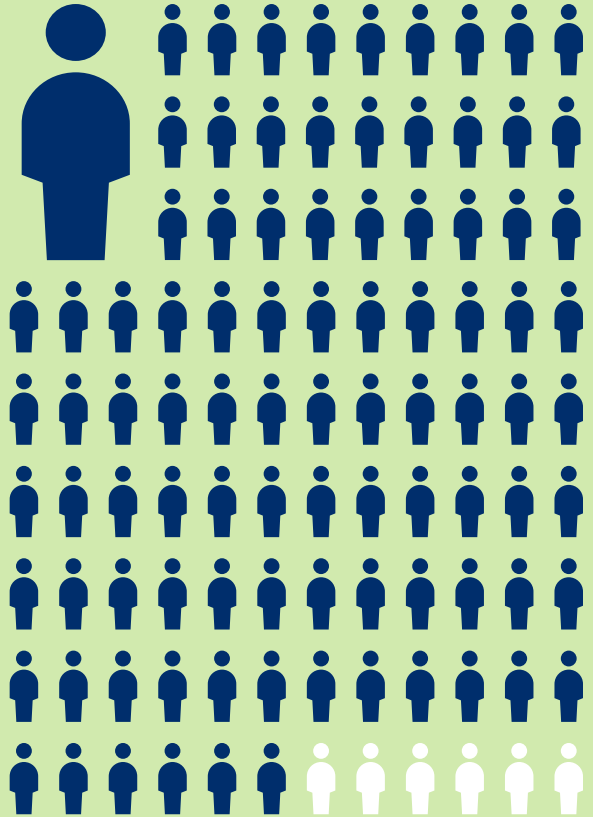
## Career Development

As mentioned earlier, apprenticeships are a recruitment option and a pathway for career development, which can positively impact the bottom line and help retain top talent. Many employees are interested in building their skills and furthering their careers. A recent Gartner survey found that **just 46% of employees are satisfied with their career development.**

In addition to tuition reimbursements, employers can offer personalized development programs. These programs upskill employees, support the organization's talent strategy, promote internal succession, and improve key performance indicators. For employee development programs to succeed, employers must consider individual employee interests, career goals, and the organization's business strategy.

Companies that lack a solid training program pay higher insurance premiums, are at greater risk for lawsuits and fines, and typically suffer lackluster business performance compared to those that prioritize employee development. FrankCrum TrainingHub enables companies to offer customized training programs through an online platform. Course options include customer service, leadership skills, industry training, and much more. To learn more and to receive a quote, please contact FrankCrum's TrainingHub Manager at [TrainingHub@frankcrum.com](mailto:TrainingHub@frankcrum.com).

***Did you know that 94% of employees would stay with a company longer if it invested in their learning and development?***



“

***The strength of the team is each individual member. The strength of each member is the team.***

– Phil Jackson

”



# Safety and Security

Most employers are covered under OSHA’s “General Industry Standards,” which applies to the service industry, including hotels and resorts. OSHA requires each employer to furnish each employee with employment and a place of employment free from recognized hazards that are causing or are likely to cause death or serious physical harm to employees.

Some injuries are more common in the hospitality industry than others. These include slips and falls, back injuries, and cuts and burns. Management can help to reduce the risk of these injuries by implementing safety protocols and procedures. OSHA has information to assist employers, including this resource on [young workers’ restaurant safety](#).

In addition to best practices for worker safety, such as wearing nonslip shoes to prevent falls, being careful when lifting heavy items, and always checking for floor hazards, there may be hidden hazards on occasion, such as a needle left in a hotel room or a restaurant bathroom. The National Institute for Occupational Health and Safety (NIOSH) has information and a flyer that can be shared, [How To Protect Yourself From Needlestick Injuries](#).

When working in guest rooms and communal spaces, it’s important for staff to be aware of their surroundings. Some localities have passed laws requiring personal security devices or panic buttons for hotel workers. For instance, the City of Los Angeles Hotel Worker Protection Ordinance applies to all hotel employers – a portable personal security device, a “panic button,” provided at no cost to an employee who works in a guest room or restroom facility where other workers are not scheduled to be present (housekeepers, room service, those who clean restrooms).



Safety and security don't just end with physical security. You also have to protect your company from threats. There's been an increase in social engineering scams across the hospitality industry. These scams vary but typically involve bad actors looking for ways to access passwords and/or sensitive information to gain access to accounts.

If an employee shares a password, access can be gained to company information and guest details – including phone numbers and email addresses – which the bad actor can then use to contact guests to get their credit card information.

Employers must be vigilant when it comes to protecting personal information. FrankCrum offers Cyber Security to clients; to learn more, reach out to your Account Manager.

Safety and security should always be a top priority for any business. By conducting background checks on employees, providing appropriate training, and being prepared for various situations, you can help ensure the safety and security of both your employees and your guests.



Effective May 31, 2024, the Occupational Safety and Health Act gives employers and employees the right to authorize a representative to accompany OSHA officials during a workplace inspection. [The final rule clarifies that, consistent with the law, workers may authorize another employee to serve as their representative or select a non-employee.](#) For a non-employee representative to accompany the compliance officer in a workplace, they must be reasonably necessary to conduct an effective and thorough inspection.

# Why FrankCrum

Although FrankCrum clients appreciate our long and successful track record, financial stability, technology capabilities, and the wide range of services we offer, what we hear most often is that they appreciate being able to speak with a live person who gives them straight answers to what may sometimes be difficult questions.

That's the way we do business - one person at a time, one client at a time. It's literally part of our DNA as the FrankCrum family of businesses: what we call "A Family of Employer Solutions."

Our company history began in 1981, when Frank W. Crum, Jr. and his father started offering temporary staffing services, with a deep commitment to the success of business owners. Because of that

commitment, we have expanded our professional offerings over time as clients partnered with us to help them grow.

Today, that family of businesses - still owned and operated by Frank Crum, Jr. and now his son, Matt and daughter, Haley - offer HR services through FrankCrum PEO, workers' compensation and general liability insurance through Frank Winston Crum Insurance and staffing services through FrankCrum Staffing. You'll find the same operational philosophy in all three companies; Frank refers to it as "doing the right things for the right reasons."

It boils down to this: Running a business can be hard. Managing your human resources program shouldn't be. Let us know how we can help.

[Contact a FrankCrum Consultant Today](#)



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