

# Educational Institute

## Workforce Development Programs for Hospitality and Tourism



## Why prepare your participants for hospitality careers?

Preparing a well-trained and job-ready workforce to help reduce local unemployment and curtail economic downfall is one of the primary tasks of many workforce and government agencies. These agencies would do well to look toward hospitality and tourism as a target area for their training activities.

The hospitality and tourism industry leads the future as one of the largest growing work segments, offering career-minded individuals a rewarding, fast-paced environment with multiple career paths.

The hospitality industry is one of dynamic growth potential, with more than 200 industry careers available in a number of different disciplines.

- Lodging serves as a top ten industry in 48 out of 50 states, providing employment, investment, and opportunity. One of every 17 Americans, either directly or indirectly, work in hospitality-related jobs.
- **Over the next eight years, it is estimated that the hospitality industry will add 3.3 million jobs.**
- Travel and tourism is one of the key drivers of the U.S. economy, directly supporting more than 7.7 million jobs, including 1.8 million hotel property workers. There are more than 221 million travel and tourism workers worldwide.
- The World Tourism Organization (UNWTO) calls tourism a key driver of socio-economic progress through export revenues, the creation of jobs and enterprises, and infrastructure development. It is responsible for 1 in 11 jobs globally and 6% of the world's exports. In the first half of 2013, international tourist arrivals grew by 5%, far above the 3% projected at the beginning of the year.

“A well-trained workforce is required to meet the needs of the travel and tourism industry. A skilled hospitality workforce is essential to a robust travel and tourism industry.”  
President Barack Obama

General Manager	\$89,400
Catering Director	\$81,000
Executive Chef	\$76,500
Director of Marketing and Sales	\$74,500
Director of Human Resources	\$74,100
Director of Security	\$59,100
Front Office Manager	\$51,000
Sales Manager	\$50,000
Convention Services Manager	\$48,000
Executive Housekeeper	\$46,200
Assistant General Manager	\$45,000
Sous Chef	\$34,300
Line Cook	\$25,000
Front Desk Associate	\$21,800
Housekeeping Attendant	\$19,200

Information based on 2011 Survey provided by WageWatch, Inc. 1.888.330.9243

Please note that the salaries reflected for the lodging industry are the median average rate and each position has the potential to earn a higher salary.

## The Educational Institute Understands the Key to a Successful Workforce Program

The American Hotel & Lodging Educational Institute (EI) is committed to investing in the workforce development of the hospitality industry. For 60 years, we have provided hospitality education and training solutions to those preparing for hospitality careers and those already working in the industry. Because we are the training and education arm of the American Hotel & Lodging Association, we have a clear vision of what the industry needs and how to prepare people to enter this vibrant field.

**Training and Education**  
**+**  
**Industry-recognized Certifications\***  
**=**  
**EMPLOYABILITY IN HOSPITALITY**  
\*Supported by the largest network of worldwide hospitality professionals.

Hospitality schools, properties, management companies, and associations around the world turn to EI for hospitality education and training resources and professional certification. EI has agreements with organizations in Europe, Asia, Africa, the Middle East, and North and South America and continues to expand its global reputation with new product translations to meet the needs of its diverse customer base.

As the certifying body for hospitality, most of our workforce training programs feature **portable, stackable, industry-recognized certifications** that provide participants with tangible recognition for their skills and knowledge and make them more marketable to hospitality employers.

EI works with numerous workforce development agencies to deliver targeted training to their participants, preparing them for entry-level careers in this high-growth industry. Some of the organizations that have chosen the Educational Institute and its programs to provide workforce development training in hospitality include:

- Bermuda Hospitality Institute (Bermuda)
- Chinese American Planning Council (Flushing, New York)
- Community Work Services (Boston, Massachusetts)
- Cunningham Children’s Home (Urbana, Illinois)
- Dan Marino Foundation (Ft. Lauderdale, Florida)
- Easter Seals New Jersey (New Jersey)
- Egyptian Tourism Federation (Egypt)
- Exodus Refugee Immigration (Indianapolis, Indiana)
- Goodwill Industries (multiple locations)
- Michigan Department of Corrections (multiple locations)
- Mobile Housing Authority (Mobile, Alabama)
- Organization of American States (OAS)
- Red Rock Job Corps (Lopez, Pennsylvania)
- Servicio Nacional de Aprendizaje (SENA) (Colombia)
- United States Agency for International Development (USAID)
- Wake-Tech Community College (Raleigh, N. Carolina)
- Workforce Central Florida (Orlando, Florida)

We can work closely with you to create the perfect program for your participants using the best combination of our industry-targeted resources.

## Professional Certification for Every Stage of Hospitality

Widely recognized as the preeminent leader in hospitality certification, the American Hotel & Lodging Educational Institute (EI) strongly supports and encourages the certification of hospitality professionals in all facets of the industry, from front-line workers through general managers and executives.

	Front Office	Revenue Management	Food & Beverage	Housekeeping	Maintenance	Security	Human Resources	Sales
Executive	<b>CHA</b> Certified Hotel Administrator							
Department Head	<b>CRDE</b> Certified Rooms Division Executive		<b>CFBE</b> Certified Food and Beverage Executive	<b>CHHE</b> Certified Hospitality Housekeeping Executive	<b>CHFE</b> Certified Hospitality Facilities Executive	<b>CLSD</b> Certified Lodging Security Director	<b>CHT</b> Certified Hospitality Trainer	
Managerial		<b>CHRM</b> Certified Hospitality Revenue Manager						<b>CHSP</b> Certified Hospitality Sales Professional
Supervisor	<b>CHS</b> Certified Hospitality Supervisor					<b>CLSS</b> Certified Lodging Security Supervisor	<b>CHDT</b> Certified Hospitality Department Trainer	
Line	Certified Front Desk Representative		Certified Restaurant Server	Certified Guestroom Attendant	Certified Maintenance Employee	Certified Lodging Security Officer		
	<b>CGSP</b> Certified Guest Service Professional							
Specialty	<b>CMHS</b> Certified Master Hotel Supplier	<b>CHE</b> Certified Hospitality Educator	<b>CHI</b> Certified Hospitality Instructor	<b>CSS</b> Certified Spa Supervisor	<b>CFDS</b> Certified Front Desk Supervisor			

EI recommends that workforce programs offer their participants the opportunity to earn professional certifications for Guest Service Gold®, and for one or more of the three most common entry-level positions at a lodging property – front desk representative, guestroom attendant, restaurant server.

## Get a Strong START Here

The Skills, Tasks, and Results Training (START) program was designed specifically to give individuals entering or re-entering the workforce the real-world knowledge and skills needed to begin a career in the hospitality industry. Completing the START program leads the way into a lodging position with an industry-recognized and portable professional certification.

### Program Benefits

- Provides specific skills knowledge leading to an industry-recognized and portable professional certification
- Prepares students to go straight from the classroom and into the workforce with a selection of (12) entry-level lodging positions in the rooms and food and beverage divisions of hospitality
- Is supported by hotel owners and operators eager to hire workers for much needed front-line positions
- Teaches the foundation of lodging operations while promoting the long-term career pathways available to students
- Promotes professionalism, confidence, positive work ethics, and the soft skills needed for long-term success

The program includes textbooks, student workbooks, instructor resource kit, and the EI-graded final exam—everything needed to implement the program. Agencies can customize the curriculum to meet the needs of their participants, adding field trips, job shadowing, guest speakers, or internship opportunities to provide students with a deeper hospitality experience.

Students who successfully pass the final exam receive a START certificate of completion and a voucher to receive hospitality skills certification in one of the following hospitality certifications: Certified Front Desk Representative, Certified Guestroom Attendant, Certified Restaurant Server, Certified Maintenance Employee, or the Certified Guest Service Professional (CGSP®).

**180 hour curriculum**  
+  
**Training for 12 line-level positions**  
+  
**Choice of one professional certification**  
=  
**STUDENTS ARE MARKETABLE TO HIRING MANAGERS**



“The Colorado Hotel & Lodging Association partnered with the City of Denver on an important initiative to train displaced workers for careers in the hospitality industry. CH&LA is pleased to report that 74% of our students were placed in jobs immediately after completing the EI training program.”

Stephanie Van Cleve, Deputy Director  
Colorado Hotel & Lodging Association, Denver, Colorado

## Online Language Training for Hotel Professionals

### LinguaTV

LinguaTV works with the Educational Institute to offer its “English for Hotel and Tourism Professionals” online learning program to its global hospitality clients. The industry-specific course is designed to develop listening, speaking, reading, and writing skills by focusing on realistic and entertaining hospitality-oriented scenarios.

The online program consists of 20 lectures, each focusing on a particular hospitality situation (such as making a reservation or recommending tourist attractions), featuring a brief video segment and a variety of interactive exercises to test listening comprehension, vocabulary, and grammar. The program is geared toward lower-intermediate to intermediate level English speakers who are employed in, or planning a career in, hospitality and tourism.

This program is ideal for workforce development agencies that target populations with limited English proficiency, to provide them with basic, hospitality-specific English skills.

For more information, visit [www.linguatv.com/af/ahlei](http://www.linguatv.com/af/ahlei) or contact an EI sales associate.

lingua**tv**



## TRAIN WITH CONFIDENCE

Training managers must have effective training techniques as well as effective methods to assess training. Achieve these distinctive training certifications and be recognized as a professional trainer in the hospitality industry.



**Certified Hospitality Trainer (CHT)**  
Property-level training director or department head or corporate level training executive at a hospitality company.



**Certified Hospitality Department Trainer (CHDT)**  
A person who is responsible for training individuals for functional skills in a hospitality position.

“ *Earning my Certified Hospitality Trainer (CHT) gave me both education and confidence. We all need to look for ways to improve upon what we do as business professionals and with CHT, I can feel confident in my skills and my class participants can know that they are being trained by a professional trainer.* ”

Travis Smith, CHT  
Best Western International



“ *The CHDT Program is an excellent program which surpassed all my expectations. The program is very informative and a necessity for training standards. Through it I am now better able to plan and execute each training module resulting in maximum benefits to the participants.* ”

Rose Forde, CHDT  
ROSJO Hospitality Services,  
Barbados



## Guest Service Gold® Training and Certification

Guest service is the heart and soul of hospitality, and every hospitality employee, no matter what their job, needs to have a foundation in guest service. To accomplish this, EI has identified seven GOLD elements necessary to transform typical guest service into GOLDen guest experiences and used true stories of real hotel employees to show how each element can be used to make a guests visit unique and personal. The seven elements highlighted are: Authenticity, Intuition, Empathy, Champion, Delight, Delivery, Initiative.

Guest Service Gold® features a video with seven brief stories designed to motivate and inspire employees to “go for the gold” and provide service above and beyond expectations. Participant workbooks reinforce the video’s concepts and provide trainees with additional exercises to practice guest service skills.

**Available in English, Spanish, French, Chinese, and Greek.**

### Individuals

*Online Version:* Guest Service Gold® is also available in an online learning format in English or Spanish for individuals not participating in a group session.

**Guest Service Gold® training**

**+**

**1 hour exam**

**+**

**70% exam passing score**

**=**

**CGSP® Certification**

No time in position is required.



*The Educational Institute worked with the Orange County Community Action Project and the Simeon Resource and Development Center to provide hospitality training for 20 dislocated workers, including Guest Service Gold and the Certified Guest Service Professional (CGSP®).*

## Certified Guest Service Professional (CGSP®)

Those who complete the Guest Service Gold® training program are eligible to earn the designation of Certified Guest Service Professional (CGSP®).

Workforce agencies receive a comprehensive training and certification package that includes:

- Training DVD
- Leader’s Guide
- Sample Participant Manual
- Resource disk with certification exam, proctoring instructions, and class roster

Participants receive a workbook and certification exam scan sheet. Participants who successfully complete the 30-question exam with a score of 70% or higher will earn the designation of Certified Guest Service Professional (CGSP®) and receive a lapel pin, certificate, and congratulatory letter.



## Line-Level Skills Training and Certification

The Educational Institute offers multiple programs to train participants for line-level hospitality positions and also offers hospitality skills certification for each—giving your participants a portable, industry-recognized credential to make them stand out from other job applicants.

**TRAC (Train, Retain, Assess, and Certify)** is a turnkey training program that includes a trainer’s guide, employee reference guides, training DVD, and certification exam packets, with separate packages for **Front Desk Representative, Guestroom Attendant, Restaurant Server, and Maintenance Employee**. The training material features 30-40 hours of content that combines knowledge and skills sections into single tasks so that all of the information needed to perform a particular task can be found in one place. It also provides specific guidance for instructors on how to train each task.

Those who complete the program are prepared for the EI hospitality skills certification exam associated with their training program: **Certified Front Desk Representative, Certified Guestroom Attendant, Certified Restaurant Server, and Certified Maintenance Employee**.

- ➔ Skills validation needs to be met through job shadowing.
- ➔ No time in position is required to earn these designations.

Each position-specific TRAC program includes:

- Trainer’s Guide with Job Description and Task Breakdowns
- Five Employee Reference Guides
- Five Hospitality Skills Certification exam packets
- A position-specific supplemental training DVD

TRAC components can also be purchased separately.

*EI also offers Online Skills Training Programs for these positions. The online programs do not include the professional certification exam, which must be purchased separately.*

**30-40 hours TRAC training**  
+  
**Skills validation**  
+  
**75% exam passing score**  
=  
**Line-Level Certification**  
No time in position is required.



## Hospitality Skills Certification

Participants who successfully complete the exam with a score of 75% or higher, and meet the skills validation, will earn the Hospitality Skills Certification designation and receive a lapel pin and a certificate.

## Security Training Adds Depth to Hospitality Workforce Programs

Security knowledge is a major part of every hospitality employee's job. Give participants a competitive edge by offering training in security awareness.

### Certified Lodging Security Officer (CLSO)

#### Prerequisites

Candidates must be employed in the position of a property-level security officer with at least 90 days experience in the position.



#### Program Details

**Fee includes:** Exam. Certificate and lapel pin upon successful completion of the exam. (*Study resource not included.*)

**Exam:** Consists of 60 multiple-choice questions that must be answered within a two-hour time period. Passing score is 70%.

**Proctor:** A proctor may be a Certified Hotel Administrator (CHA), a hospitality educator, an AH&LA member association/federation executive, your immediate supervisor, or a member of the clergy.

### Study Resource

The **Lodging Security Officer Program** is a beneficial tool in preparation for the *Certified Lodging Security Officer (CLSO)* exam.

90 day position experience  
+  
LSO Program  
+  
70% exam passing score  
=  
CLSO certification

### The Lodging Security Officer Program

©2011, Program

The Lodging Security Officer Program provides general techniques and tips as well as hospitality-specific information that security officers and other employees need to provide effective security at lodging properties.

Topics include:

- Child trafficking/Protection of children
- Expanded bomb search information
- Anti-terrorism/Signs of terrorism
- Active shooters
- Hostage situations
- Shelter-in-place
- Handling the death of a guest
- Revised ADA service

The program consists of:

- four modular textbooks
- one 15-minute DVD supplement
- one workbook with progress quizzes

Developed in a self-study format—employees read the textbooks and complete corresponding workbook exercises, and complete progress tracking quizzes. This program may also be used for group training.

## Eye on Awareness® —Hotel Security Training

Employees are the first line of response and should be part of your property's security measures. It is important to recognize that security isn't just the security staff's responsibility; it's a part of every hotel employee's day-to-day responsibilities.

**Eye on Awareness®** offers hotels a convenient way to increase employee awareness about their role in keeping their property safe by learning how to recognize and report suspicious activities. This online program includes interactive, multimedia lessons enhanced by review questions to assess employee comprehension.

Available in English and Spanish.



# The Hospitality TRAINING CASCADE MODEL

One of several of the American Hotel & Lodging Educational Institute's (EI) training approach is built upon generating workforce development skills and providing training with both immediate and long-term results for the local hospitality community.

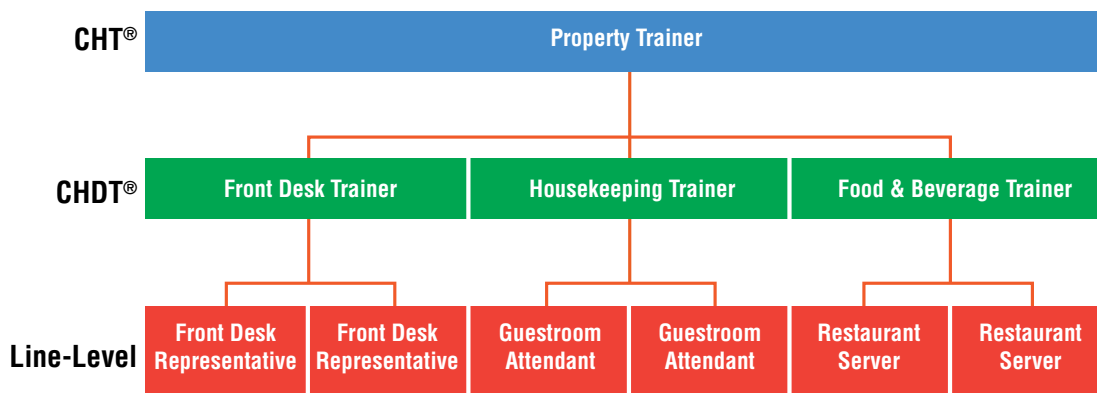
This hospitality training project, originally funded by United States Agency for International Development (USAID) in 2002 in partnership with the Egyptian Tourism Federation (ETF), was designed to produce a qualified workforce for the Egyptian hotel and tourism industry. The main purpose of this program was to enhance the international competitiveness of the Egyptian hotel industry by providing a quality, focused training and certification program, developed by EI.

How it worked:

- Twenty trainers with hotel backgrounds were selected to participate in the **Certified Hospitality Trainer (CHT®)** workshop to become certified Master Trainers experienced in front desk operations, food and beverage operations, and housekeeping.
- Trainers then participated in the **Certified Hospitality Department Trainer (CHDT®)** program and Line-Level Hospitality Skills Training program, which they would be delivering to supervisors from select properties.
- Once the supervisors earned their **CHDT®** and learned the skills program, they would deliver the **Line-Level Hospitality Skills Training** program to the employees at their property. Line employees were given the opportunity to earn the respective certification.

## Key Training Pieces

The cascade model is built around several of EI's professional certifications, which are awarded to hospitality professionals who meet certain time in position qualifications and pass a proctored examination. With the cascade training model, local trainers are selected to go through the top-level CHT® program and are then responsible for training the next levels of staff.



Since 2002, ETF has developed 119,232 line-level employees, and 2,750 CHDTs using EI programs. EI has introduced the cascade model in Armenia, Albania, Palestine, Nigeria, Azerbaijan, Colombia, and the Caribbean through the Organization of American States (OAS).

The scalability of this program can be adapted to the training needs of any hotel, group of hotels, country or region. EI can assist with the implementation of this training model through collaboration with area hospitality associations, governmental agencies, and ministries of tourism, academic institutions, or other workforce development bodies.



[www.ahlei.org](http://www.ahlei.org)

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