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## **Re-thinking Employee Development**

According to CHART (Council of Hotel and Restaurant Trainers) Board Member, John Alexander, the key to beating the odds in a floundering economy is to pay attention to staffing, training programs and standards.

While it is a knee-jerk reaction

## **2008 MTEF Scholarship Awarded On-Board**

for operators to cut back on training programs to save money, Alexander says this is risky, and one cutback can lead to a vicious cycle that looks like this:

"Less knowledgeable staff, lower standards, decline in customer satisfaction levels, drop in guests counts from dissatisfaction, negative work-of-mouth. Poorly trained staff places great demand on high producers, high performing employees quit, difficulty finding good replacements especially if they're not provided proper training, revenue drops, further cutbacks."

"Now is not the time to be 'penny wise and pound foolish' - give the customers good value with every meal," Alexander says. "Maintain staffing levels. Nothing drives customers away faster than slow service."

According to Peter Cappelli from the Wharton School of Business, programs in which the employees share the cost of training and development can aid retention as well as productivity. Read more about this idea [on this site](#).



On a sunny Annapolis morning in June, Matthew Cruder became the first recipient of the Maryland Tourism Education Scholarship.

A crewman on the Schooner Woodwind, Cruder is pursuing a degree in Recreation and Tourism Management. Upon graduation, he plans to become one of the Bay's new captains of maritime experiences and excitement.

Dave Meloy, Chairman of Maryland Tourism Education Foundation, is shown presenting the scholarship to Matt.

Leadership by

**Raising The Bar**

## the New Generation

Imagine that one of your long-established team leaders has retired. He's replaced by a young business school graduate with fresh ideas and enthusiasm.

As the weeks go by, you begin to see growing discomfort and conflict in her team. Why does that need a critical solution?

In the US, the drop in birth rate in the post baby boom years means that, by 2010, the number of people in the 35-44 middle management age group will drop by nearly 20%. "New generation" leaders are a scarce commodity.

They should be nurtured. As new leaders, they also need to understand the differences in outlook between themselves and older leaders, and manage their working relationships appropriately.

For a more in depth discussion on the issue, [click here](#). You'll discover why the following workplace tailoring makes sense.

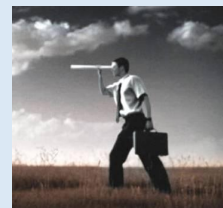
## and Creating Careers

In June we attended Maryland's workforce development conference. We had the opportunity to talk to job and career counselors from across the state and from a wide variety of schools, service organizations and agencies.

Four of the handouts with career information can be found [on our Web site's Information Resources page](#) under Career Information.

Keep the connections open between your business and your workforce office. Together we can recruit new members to the exciting Hospitality and Tourism Industry.

## View to the Future



In 2005, Ed Barlow, futurist and president of Creating the Future Inc., was a keynote speaker at the Maryland Governor's Tourism Industry Conference. At a recent presentation in

The suggestions:

- Offer plentiful opportunities for training and new learning.
- Increase non-monetary benefits, especially those related to time.
- Be sure you treat and compensate both genders equally.
- Earn their loyalty and respect.
- Be open with your information and communication.
- Give them the freedom to make their own decisions to accomplish the defined mission.
- Be supportive.
- Be green.

## **Maryland Governor's Tourism Industry Conference!**

**Nov. 10-12, 2008**

at the new  
Gaylord National Resort Hotel  
and Convention Center

Grand Rapids, Michigan, he repeated his recommendation that American students learn several languages, including Arabic and Mandarin Chinese.

Barlow also recommended that firms partake in a "continuum of change" to remain competitive, including taking care of the environment, keeping abreast with science and technology, and being aware of evolving demographics.

Barlow added that drawing and keeping younger employees is vital for globalization. He explained that businesses can employ young workers as reverse mentors to help find out about the technology they know and use it for that business.

Barlow suggested that people concentrate on acquiring on-the-job skills they can utilize in the workplace. Information from other experts suggests that companies seeking to develop workers must first create challenging positions. The positions should be daunting and force workers to step away from their comfort zones to solve problems or complete tasks.

"The future of American competitiveness is more about skill enhancement than it is degree acquisition," Barlow concluded.

## **Maryland**

National Harbor  
in Prince George's County

**Watch your mail for  
details!!**

## Opportunities

Your local hospitality and tourism programs have well-trained candidates. Click [here](#) for a list of the schools.

## Info to Share?

If you have information you would like MTEF to consider including in our newsletter, please submit it to the address below.

Contact [karen.justice@mdtef.org](mailto:karen.justice@mdtef.org) or  
301-241-4720

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