

analysis, total employee participation, training, and the continuous effort to improve service and product quality' (Partlow, 1993: 24). This takes time and resources and Ritz-Carlton President and Chief Operating Officer Horst H. Schulze, says the process for the 1992 award began back in 1983 (Schulze, n.d.: 3) and 'its easier to get to the top than to stay there' admits Diane Oreck, Vice President of the Ritz-Carlton's Leadership Centre (trainingmag.com, 2006: 2).

A sign of human relations leadership within The Ritz-Carlton Hotel Company is its creation of its *Leadership Centre*, which is the company's corporate university and umbrella learning organization. It is made up of three schools: the *School of Performance Excellence* houses all of the training and development programmes for hourly employees; the *School of Leadership and Business Excellence* provides soft-skills training to develop identified leaders; the *School of Service Excellence* was created to address the increasing benchmark questions the company has received after winning its second Baldrige Award. This latter school brings in a 'yearly revenue of \$1.5 million to the company – earnings that are invested back into internal training and development programs', while the other schools operate on a fee for service to internal and external customers (trainingmag.com, 2006: 1). So human relations leadership is looked upon as an investment and revenue generator at Ritz-Carlton, and to understand what it does to earn this respect and money we shall examine some of the issues that have been raised in this chapter.

Selection

The Ritz-Carlton Hotel Company's mission is 'to be the premier worldwide provider of luxury travel and hospitality products and services' and that process starts with selecting the appropriate management and front-line staff. Their commitment to planning and to realizing the full potential of their staff begins with a selection process that uses predictive psychological and behavioural instruments to determine each candidate's capability of meeting the requirements of 120 job positions. 'This technology: known as 'character trait recruiting' reduces service variability; acts as an aid to productivity and has enabled us to reduce turnover by nearly 50 per cent in the past three years' (Schulze, n.d.: 8).

It should be noted that as part of the teamwork or circles approach within TQM the selection of staff is not solely a human resources or management's responsibility. 'Human resources and operations personnel work together to select, orient, train, and certify employees' (Partlow, 1993: 22).