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МИНИСТЕРСТВО НАУКИ И ВЫСШЕГО ОБРАЗОВАНИЯ РЕСПУБЛИКИ КАЗАХСТАН  
ЕВРАЗИЙСКИЙ НАЦИОНАЛЬНЫЙ УНИВЕРСИТЕТ ИМЕНИ Л.Н. ГУМИЛЕВА

MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE REPUBLIC OF KAZAKHSTAN  
L.N. GUMILYOV EURASIAN NATIONAL UNIVERSITY



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ҚАЗАҚСТАН РЕСПУБЛИКАСЫНЫҢ ТҰРАҚТЫ ДАМУЫ:  
ЕУРОПАЛЫҚ ОДАҚ ЕЛДЕРІНІҢ ТӘЖІРИБЕСІН ҚОЛДАНУ"  
ХАЛЫҚАРАЛЫҚ ҒЫЛЫМИ-ТӘЖІРИБЕЛІК КОНФЕРЕНЦИЯСЫНЫҢ  
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МЕЖДУНАРОДНОЙ НАУЧНО-ПРАКТИЧЕСКОЙ КОНФЕРЕНЦИИ  
«УСТОЙЧИВОЕ РАЗВИТИЕ РЕСПУБЛИКИ КАЗАХСТАН  
В УСЛОВИЯХ ПЕРЕХОДА К «ЗЕЛЕННОЙ ЭКОНОМИКЕ»:  
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WORKS  
OF THE INTERNATIONAL SCIENTIFIC AND PRACTICAL CONFERENCE  
"SUSTAINABLE DEVELOPMENT OF THE REPUBLIC  
OF KAZAKHSTAN IN THE CONDITIONS  
OF TRANSITION TO A "GREEN ECONOMY": APPLICATION OF THE EXPERIENCE  
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## **IMPROVING THE SUSTAINABILITY PROGRAM STRATEGY OF PERSONNEL TRAINING IN THE HOTEL INDUSTRY**

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In the hotel industry, the main factor in the prosperity of the hotel is the quality and level of service. The quality of service in hotels directly depends on the professionalism of the team, since work in a hotel belongs to the service sector, in which there is nowhere without people. A properly selected and trained employee, especially in such an important department as the reception and service, affects the entire reputation of the hotel in the eyes of guest consumers. Therefore, it is necessary to take a responsible and fundamental approach to the methodology for selecting and adapting personnel to positions that are in close contact with hotel guests. These finely tuned processes affect the profits of the hotel business, its position in the market of consumers, competitors and job seekers. The relevance of this article is due to the fact that in modern conditions of rapid obsolescence of professional skills, the ability of an organization to train its employees is one of the most important success factors for a tourism industry enterprise.

The hospitality industry is a multifaceted branch of the economy, which includes a wide variety of areas of activity, namely tourism, hotel service, recreation and entertainment organizations, catering and restaurant business, excursion, exhibition organizations, conferences and much more.

However, it should be noted, and this is emphasized by all the authors, that the hospitality industry is the most important part of the economy of many countries of the world. Thus, the hospitality and tourism sector is a key contributor to the gross domestic product (hereinafter - GDP) of many countries of the world, not only developed, but also developing.

For example, we can cite the hospitality industry in the United States, for this country this area is very important. Thus, in the United States, this is the second industry in terms of the number of people employed in it, i.e. it is this industry that provides a large number of jobs for the citizens of the country. Moreover, in more than half of the states of this country, the hospitality industry is the largest branch of the economy.

In Europe, the industry also occupies a very important position - most of the countries of the European Union (hereinafter referred to as the EU) are increasing the share that the hotel sector represents in the economy. This includes countries such as Germany, Switzerland, Austria, the Netherlands, France, Slovakia, Slovenia, Greece, Spain, Italy, Poland, Bulgaria, Czech Republic, Estonia, Romania, Malta. Other European countries, such as Serbia, Montenegro, Albania, Bosnia and Herzegovina, Macedonia, Turkey, etc., demonstrate a large dynamics of indicators in this sector. 32 destinations out of 34. Growth averaged 7%<sup>1</sup> in all directions.

Thus, it becomes obvious that the growth of the industry and its coverage require a large number of qualified specialists [1].

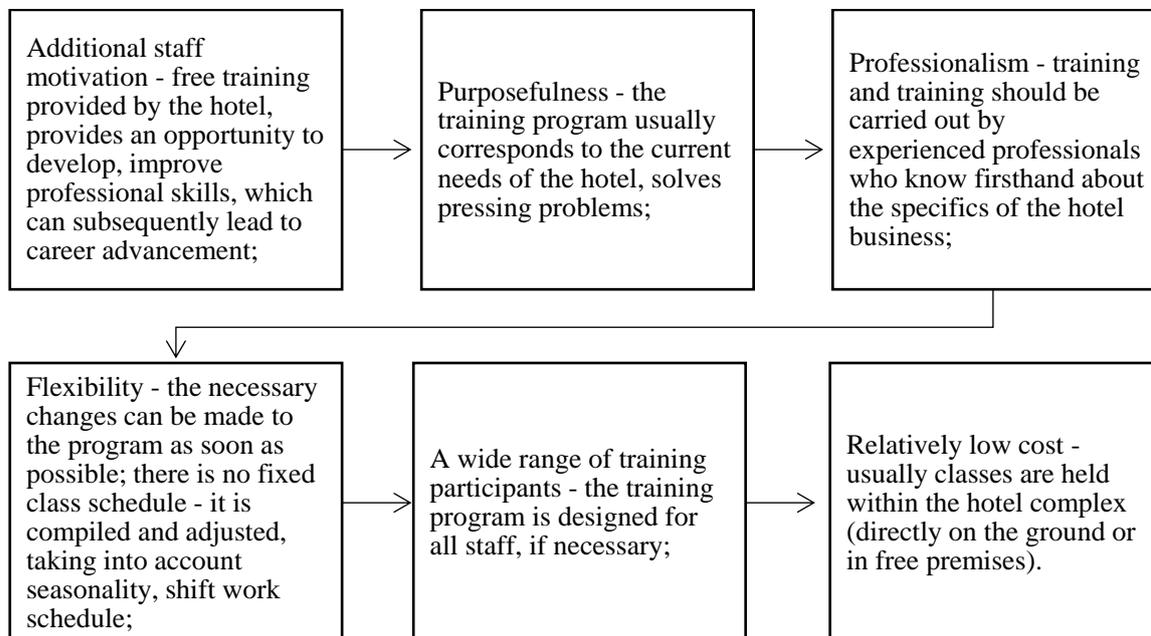
The success of an enterprise in the hospitality industry directly depends on the quality of the services offered. Consistently high quality of service in the hotel is achieved through systematic staff training.

Vocational training is the process of directly transferring new professional skills or knowledge to employees of an organization.

The management of each hotel, to one degree or another, pays attention to the development and implementation of a system of internal trainings and staff training. The training system is an effective tool for motivating staff, which should be given close attention.

Many modern enterprises – and hotels are no exception – seek to organize training for employees on their own.

Among the advantages of such a solution, it is worth noting:



Note – Compiled from the source [1]  
 Figure 1. Organization of employee training

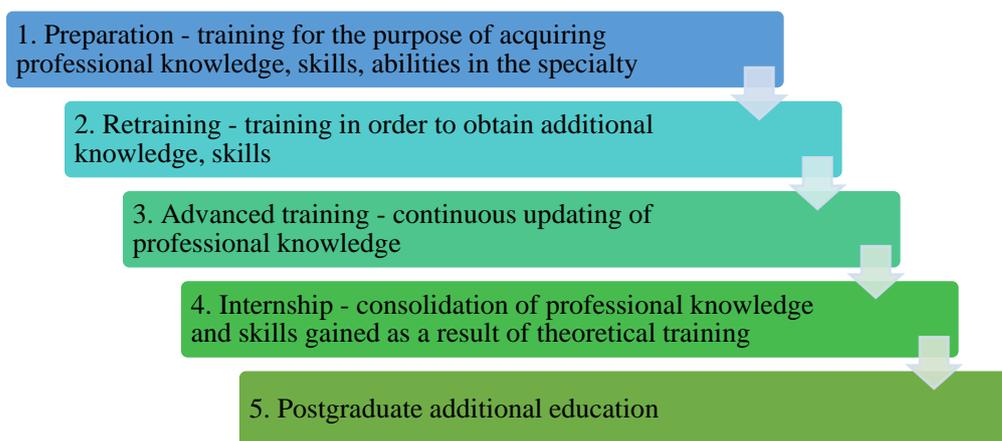
Large hotel chains develop a training program and implement it in their hotels, taking into account local specifics. Similar programs are successfully operating in Hilton, Sheraton, Kempinski, Radisson SAS and many other hotels.

In hotels that do not belong to the chains, the development and implementation of the training system is carried out by the personnel department together with the head of departments.

In any case, modern hotels prefer to have a training manager (training manager) on staff who oversees the process.

An important role in the hotel training system is played by line managers who have the opportunity to conduct classes in the field. The same functions can be performed by the most experienced employees of the departments, who are previously introduced to the training techniques, having the status of an internal trainer. Coaches and line managers interact with the training manager and / or the head of the personnel service, inform about the results of training.

To date, the following types of staff training are distinguished:



Note – Compiled from the source [2]  
Figure 2. Types of staff training

Primary vocational training is carried out in universities in accordance with state educational standards.

Different forms of employee development should not be opposed to each other, but it is always necessary to find the optimal balance between them.

In addition, teaching methods are classified by functional focus and topics, information about which is presented in table 1.

Table 1.  
Teaching methods

№	Title	Description
1.	Lecture method.	A lecture is a presentation of information in the form of a public speech followed by answers to questions from the audience (briefing), one of the most important verbal teaching methods. Lecture is one of the main types of training sessions used in the system of additional education. Typically, this type of training takes up to 40% of the total teaching load.
2.	Discussion method, seminars.	A discussion is a discussion of a controversial issue, a study of a problem in which each side, opposing the opinion of the interlocutor, argues its position and claims to achieve the goal. The seminar is planned, as a rule, as a final lesson, completing some section of the curriculum or an independent topic. Its purpose is to consolidate knowledge on this issue.
3.	The method of specific practical situations.	This method is quite common in the modern educational process. Its meaning is to bring students closer to the real world, to learn to evaluate and make the right decisions in it.
4.	Business games.	Business games are simulation methods of role-playing learning. They are as close as possible to the real activities of managers and specialists. In business games, and these are necessarily collective games, students take on various roles and communicate with each other, speaking on behalf of the character they portray.

5.	Studying at universities, colleges.	One of the most popular methods of learning outside the workplace is studying at universities, colleges, and other educational institutions. Forms of such training may be different. This is a full-time form of education with a break from work, and an evening one without a break from work, and, finally, part-time, when a student arrives at an educational institution 2-3 times a year to participate in orientation lectures and defend term papers, pass tests and exams.
6.	Distance education.	Distance educational technologies are educational technologies implemented mainly with the use of information and telecommunication technologies with indirect (at a distance) or not fully mediated interaction between the student and the teacher. This definition covers a wide range of forms of education - from printed materials, when communication is carried out by mail, telegraph, telephone, to two-way video courses, when the learner and the teacher "meet" on television screens, or videoconferencing, when the meeting takes place on a computer screen using the Internet. This training rather resembles a correspondence form of education: the higher the amount of independence in academic work, the higher the relative number of highly prepared graduates at the end of their studies.
7.	Educational materials.	Firstly, this is the method of illustrations, which involves showing the audience various illustrative aids: diagrams, posters, natural objects, etc. slides, etc.
8.	Self-study	. The student can independently determine the pace of learning, the duration of classes, the load, i.e. change and control important parameters of the learning process, which are usually strictly regulated in other methods. The disadvantage of the method is the lack of feedback.
9.	Programmed instruction.	In this method, there is no teacher, and his role is assigned either to a computer program or a book instruction. This is a kind of self-learning, but the peculiarity of this method is the presence of feedback, in the immediate confirmation of the answer.
10.	The method of "brainstorming".	The purpose of the method is to develop an optimal solution to an unexpected problem.
<i>Note – Compiled from the source [1]</i>		

Recently, in the field of training specialists for the hospitality industry, the trend of transition to an innovative type of education prevails. Foreign educational institutions involved in training personnel for the hospitality industry, such as, for example, the oldest hotel management school in Europe, École hôtelière de Lausanne (Switzerland), recognize that during the training period it is important to focus students' attention on the problems and issues that they may encounter in the process of future activities, as well as on the search for alternative ways and methods of their solution.

The specifics of the European model of staff training for the hospitality industry is:

- in the distribution of study time in such a way that a significant part of it is intended for students to master the practical skills of professional activities at seminars, various practical classes and trainings in the field of hospitality and tourism;

- in the formation of students' client-oriented
- psychology of service and interaction with guests;
- high mobility of both students and teachers;
- in close cooperation of specialized educational institutions with the hospitality industry.

In the USA, for example, on the basis of educational institutions, specialized departments (recruitment agencies) are organized, united by a single information system with industry enterprises that are engaged in regular monitoring of the labor market, employment of graduates and preparation of proposals for the university, as well as the process of correcting vacancies for admission to basic specialties. Accordingly, higher education institutions can quickly respond to the changing needs of the hospitality industry for specialists of a certain profile and skill level. The advantages of the American model are close integration with professional organizations of the industry and a large number of advanced training and retraining courses for personnel employed in the industry [3].

In Switzerland, the system of training for the hospitality industry is at a high level. In addition to a rich history and a large number of hospitality training schools, Switzerland is distinguished by the educational model of such schools, namely learning based on experience and transferring expert knowledge. Thus, students of Swiss schools from the very beginning of their studies carry out direct professional operations on the basis of real hotel, restaurant and other complexes of a very high class of service. This process is gently built into the structure of the curriculum offered to students. Students in the learning process acquire professional skills with the help of practical modules not only in specialized laboratories, but also in the hotel business, while going through all the links in the hotel production chain – from service to financial management [4].

It is the education system, hospitality professionals, as well as a comprehensive, holistic approach to the education of young people and their future, which consists in coordinated work for the benefit of the educational mission - government, business and territorial divisions, that form such a high assessment of Swiss hospitality schools.

The success of a hotel company in the tourist services market largely depends on the staff who work in it. Along with professional knowledge necessary for quality guest service, an important role is played by the form of presentation of this knowledge, that is, the form of presenting information about the services sold.

Staff development, motivation lead to a general increase in the knowledge of employees, employee satisfaction with their work, which, in turn, leads to a high level of culture and quality of guest service.

In conclusion, it should be noted that the tasks set in this work have been completed, therefore, the goal has also been achieved

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