

REMAINED

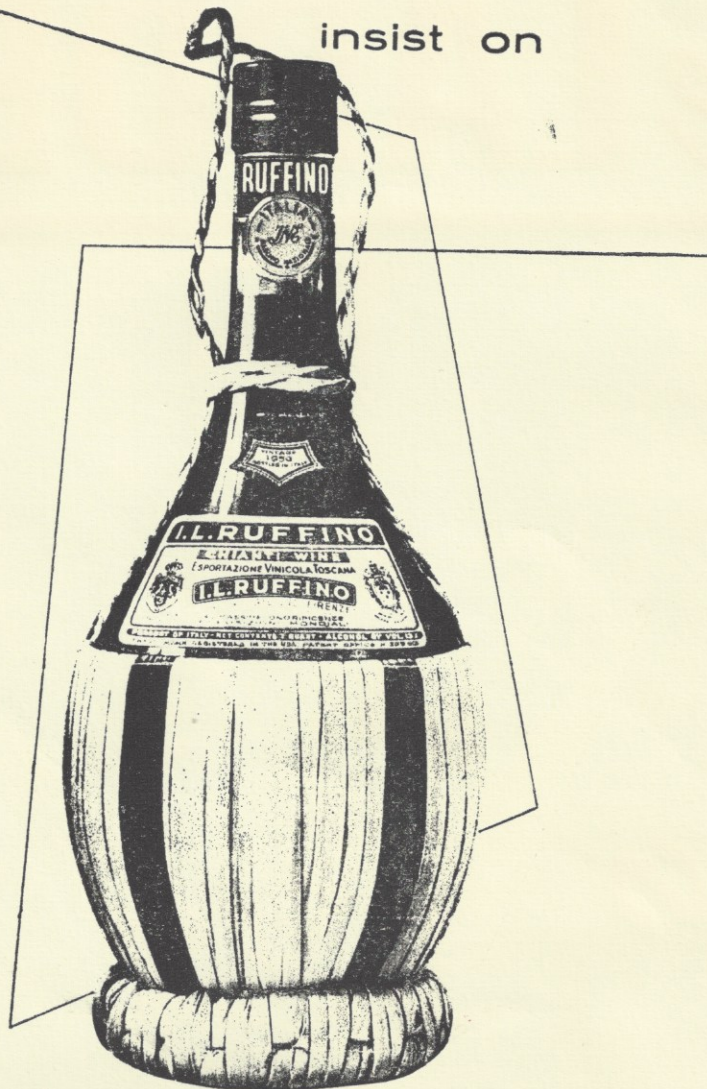
The LADDER



Shannon Hotel School Association
MAGAZINE

don't just say **CHIANTI**

insist on



RUFFINO
the name that has
made **CHIANTI** world
famous

Produced and bottled by
CHIANTI RUFFINO - PONTASSIEVE (Italy)

COMMITTEE S.H.S.A. :

Patron Brendan O'Regan.
Honorary Member Noel Duff.
Founder Jorgen E. Blum.

President Jimmy Flannery.
Vice-President Kenneth O'Sullivan.
Hon. Secretary Kevin Quinn.
Assistant Secretary ... Margaret McCarthy.
Treasurer John Loftus.
Assistant Treasurer Colm Rice.

ADVISORS :

Jorgen E. Blum.
Aleck K. Slefer.

LADDER COMMITTEE :

Chairman Jorgen E. Blum.
Secretary Margaret McCarthy
Compilers C. Rice, E. Murphy.
Proof Reader A. K. Slefer.
Editor Ken O'Sullivan.

**Irish National Union of Post Hotel
School Students.**

Registered Office :
Mr. P. Curran, 47 Naas Road, Dublin 8

INDEX

	Page
Editorial	9
Mr. Blum's Letter	10
Listening Inn	11
Association Notes	11
Our Menu Corner	12
News From Shannon	13
Your Assistant	14
News From Branches on the Continent	18
We Answer Your Questions	20
A Master Has Gone	22
Will the 1961 Vintage Reach Our Expectations	23
The Dublin Trip	24
Where Are They Now ?	25
The Future of the Hotel Industry In General	27
I Must Confess	30

SPECIAL FEATURES :

Winds of Change in Hotel Keeping by Egon Ronay	16
Give Your Guests a "Kick" by Stanley Townsend	19

**PARNELL SQUARE
DUBLIN**

**TEL. NO. 45569 - 47485
CITY CENTRE**

ANCHOR HOTEL

GRADE A

**Shopping, Cinemas, Theatres,
etc.**

FOR BROCHURE

APPLY: MANAGERESS

DOOLY'S HOTEL

BIRR, OFFALY

We have just completed large scale additions and renovations. Our new wing includes single and double bedrooms, a number with private Bathrooms, also a beautiful new Dining room.

We can provide all one could ask in the way of modern comfort combined with most moderate prices.

Telephone : Birr 32.

Proprietors : P. & H. Egan Ltd.

HAYES' HOTEL

TULLAMORE, OFFALY

At the cross-roads of Ireland, Hayes' Hotel provides an ideal place to break one's journey — whether for an overnight stay, for a meal, or for a drink.

Over the years we have earned a reputation for comfortable, warm rooms, a first class Dining room, a cosy, intimate Bar — and moderate charges.

Telephone : Tullamore 49.

Proprietors : P. & H. Egan Ltd.

FOR DOMESTIC ECONOMY AND
VERSATILE COOKING

USE

"SPRINGTIME"

UNSWEETENED EVAPORATED FULL CREAM MILK
(available in 16-oz. and 6-oz. tins)

Product of

**The Condensed Milk Co. of
Ireland (1928) Ltd.**

Limerick

'Phone 44577.

BUSH HOTEL

CARRICK-ON-SHANNON, CO. LEITRIM

Stay at the "BUSH" for that sporting holiday you've
promised yourself.

ROUGH SHOOTING — COARSE FISHING

FINE FOOD — FRIENDLY ATMOSPHERE

10 GNS. TO 12 GNS. PER WEEK.

Resident Proprietress : **E. A. MAHER.**

'Phone 14 & 75.

RANKS (IRELAND) LIMITED

FLOUR MILLERS



MANUFACTURERS OF

BLUE CROSS ANIMAL
AND POULTRY FOODS
SHANNON MILLS, LIMERICK

WHEN IN GALWAY

VISIT THE

ODEON RESTAURANT

William Street

FOR CUISINE AND SERVICE

WHATEVER YOU WANT, WE HAVE.

Wellington Park Hotel, BELFAST.

FIRST CLASS ACCOMMODATION AND
FOOD

SITUATED IN OWN GROUNDS WITHIN TEN MINUTES
OF CITY CENTRE AND SHOPPING AREA.
THE HOTEL HAS ITS OWN INFORMATION AND
ACCOMMODATION BUREAU.

Telephone 667167.

MANAGING DIRECTOR: J. J. MOONEY (Hotel School 1951-1953)

A. LALANDE & CO.

BORDEAUX

Shippers of

FINEST BORDEAUX WINES

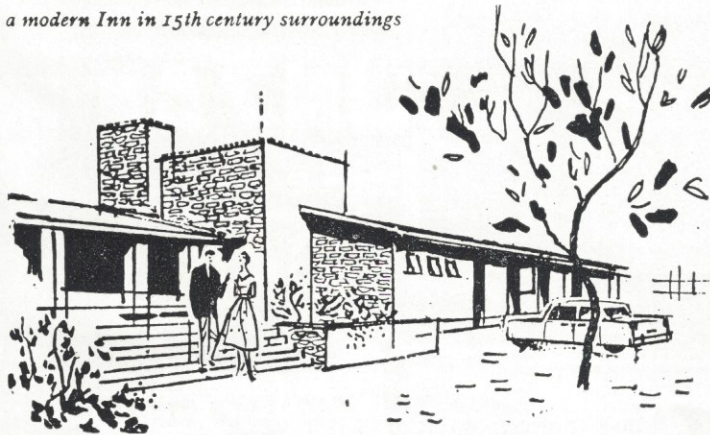
WITH THE COMPLIMENTS OF THE
ROYAL HOTEL

TIPPERARY.

A.A., R.I.A.C., I.T.B.,
TEL. 13

stay
at the
shamrock

a modern Inn in 15th century surroundings



This luxury hotel is situated beside historic Bunnratty Castle in the colourful Shannon region, within easy reach of Limerick, Ennis and Shannon Free Airport. Set in the heart of Ireland's best sporting country, the ultra-modern Inn has two swimming pools and each room has its private bathroom, telephone and radio



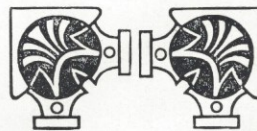
shannon shamrock inn

Bunnratty, Co. Clare. Tel: Shannon Airport 107

**IMPERIAL
HOTEL
BANGOR.**

Enjoy the
MODERN COMFORTS,
EFFICIENT SERVICE
and
EXCELLENT CUISINE
of this well known and
long established Hotel.

Frank Morgan, Prop.
Tel. 159





Bianco • Red • Dry

EDITORIAL

The 1962 season looks promising despite international tension. The time has come when we in the Hotel industry must go out and sell our services well in advance :—

- * Through production and distribution of better brochures, which could be arranged in recommended group areas so as to get the full impact ;
- * By visiting Travel Agents during the months of October, November and December ;
- * By ensuring that our accommodation, especially in the early and late season periods, has been promoted with a view to encouraging more and greater utilisation of this valuable period when accommodation is available and our country is looking its best.

Our hotel development has been expanded and it is now essential that all further planning and expansion will be based on advance surveys as well as selectivity of areas so as to ensure that we in Ireland do not find ourselves in the position, as reported in an American magazine recently where "The Hotel field is plagued with the problem of over-building." This is of vital importance now and no effort should be spared to have the various developments considered well in advance and based on sound surveys and tourist development trends. On Management is placed the important task of ensuring the

highest possible standards, but the traditional policy of the old Innkeeper is something we should always remember.

The 1960/1961 tourist earning figure has increased, the 1961/1962 figure is eagerly awaited but it is forecast that this too will show an increase of £4½ million. This is where our greatest problem lies as we may in the Industry feel that with the increase in earnings all is well for us. This is not the case and your net profit figure is one on which Management must keep a much closer eye. In spite of the increased income everybody must be aware of the increased costs, including purchasing commodities as well as extra remuneration for employees. All this makes the problem of Management still more important and greater attention must be paid to price costing, price structure, development, maintenance and replacements. Your task is a dual purpose—to keep abreast of current trends and development and replacements in your Hotel, as well as getting a reasonable return from your business. It looks as if everybody will have to work harder to meet the competitive markets that are growing around us. Large and small hotels will have to fight for their extra accommodation. Aware of our responsibilities and with confidence in our task, I feel we shall achieve our objective.

**Hotels Apartment, C.I.E.,
141 Thomas Street, Dublin.**

26th March, 1962.



Jorgen E. Blum, Hotel School Director

April, 1962.

Dear Students and Friends,

As the next issue of **The Ladder** will be going to the printers soon, I wish to give you the latest news from the School, hoping that you are still interested in the old "Alma Mater"—if I can call it by that rather technical name.

With the new school year there have been many important changes in our curriculum and methods of teaching. There has been a complete re-organisation and the results to date are well up to our expectations. The new course gives full scope to the first year students to deal with every aspect of catering with the result that they will have a wider knowledge of kitchen work than their predecessors. With our new equipment the students enjoy their culinary studies to the utmost. Apart from kitchen work they have only a few subjects to deal with. Second year students have shown great interest in the new re-organisation of the course. By dividing the class into two groups, Service and Administration, they have more time to concentrate on a minimum of subjects. The last examinations showed that the new re-organisation was a success. The course has now been extended from the middle of April to the end of May, thus giving more scope to

the teachers to extend their courses and more opportunities to the students to do more practical training.

Final examinations for Second Year students will take place between May 21st and May 29th this year. Diploma Examinations will take place immediately after, on May 29th and 30th. Diploma Day will be May 31st. The Minister for Education, Dr. P. J. Hillery, will attend.

For the first time this year Guinness' Travelling Scholarship will be awarded to the two best students. A prize of £25 will be granted to the second year student and £50 to the Diploma student. Another special prize will be awarded by the E.S.B. to the three students who compose the best essay about electricity in the hotel and catering industry. To these will be added the usual annual prizes given to the school by the IHRMA, IHF and others. So the best of luck to you all.

The Educational Trip to the Continent will take place from mid September to October 8th. It shall be partly a repetition of the first trip which took place in 1959. Instead of starting with the Champagne area, however, we shall start with Cointreau, Cognac, and Bordeaux where we shall end the first week of visits. From Bordeaux we shall travel south to Toulouse, Tarragona in Spain, Barcelona and back to France. We shall visit the famous Dubonnet firm in Perpignan, Noilly Prat in Sete, and finances permitting, spend a day or two with Ricard on their island of Bendor. After some bathing on the warm Mediterranean coast we shall drive north to Lyons and Beaune where we shall visit the Bouchard firm and then go on to Reims where we shall spend some days with various champagne firms. The tour will end with a two day visit to Paris. In spite of this being similar to the 1959 trip, there will be many additional visits, therefore the tour will be extended to three weeks.

Our Second Year students will be leaving Ireland for their year's practical training on the Continent. Most of them will be placed in Switzerland and I hope that we will be in a position to start our Association's Branch in Zuerich again.

I would like to end this first 1962 letter by wishing the Rudolf Candrian Promotion the best of luck and happiness while on the Continent. We shall miss them very much here at Shannon as they were a real good class, and we are certain that most of them will be very successful in the career they have chosen. I shall see them during the Summer and I hope that they will remain as united while on the Continent as they have been here in Shannon.

To the 22 students who are due to start with us in May, I wish the best of luck with their studies at Shannon Hotel School.

To you all, in Ireland or still abroad, I send my best wishes for Easter and I hope to see many of you at our Annual Dance on the 31st May.

Yours sincerely,

JORGEN E. BLUM,
Director.

LISTENING INN

The not uneventful two years of the Rudolph Candrian Course in Shannon are nearly over: in June, we will be going on the continent and I have no doubt that during the forthcoming year you will be reading our names in these notes.

Yes, one more class passes through Shannon, wondering what is in store for it: but I digress. My purpose here is to find out what lay in store for our past students.

Congratulations to Michael Tatten, who was married in Germany at the beginning of the year and is now back at the Cahernane in Killarney with his wife. Association

President, Jimmy Flannery is engaged to be married to Margaret Dennehy at the end of next May: the best wishes of the Association, and of the whole school go with them. Also engaged are Bernadette Lynch, and Dermot Mooney (to Miss Fane): heartiest congratulations to them also.

Now for the happy inevitable: a son was born to Pat and Ann Murphy on January 20, while Ann Moore (Mrs. Moylett) is the proud mother of a new baby daughter.

On to our "Who's News?" section. Seamus O'Reilly is now the manager of the Pontoon Bridge Hotel in Co. Mayo, while Bernard Hanly has bought the Seapatrik Hotel in Greystones. Brendan Pettit is managing the Grand Hotel in Tramore and Enda Flannely has returned from America to take up the position of manager in the Glentworth in Limerick. Managing the Ardilaun House Hotel in Galway is Tom Fitzsimons. The ladies are not to be forgotten either: Margaret McDonald is manageress of the County Arms Hotel, Birr and assistant manageress at the Park Hotel in Virginia is Liz Flannery.

The following are now holding positions as assistant managers: Joe Hegarty, Angel Hotel, Guildford; Kevin Quinn at the Shelbourne and John Loftus at the Majestic in Tramore. Ann Kelly is at the Old Ground in Ennis.

That's the lot for this time, folks. Any time you're in the vicinity, do drop in and see us, or if you hear any news of past students, don't hesitate to drop us a line. Good Hoteliering

Freck.

ASSOCIATION NOTES

During the last year, much may not have been achieved materially but the innovation of having past students on the committee has, we feel, laid a solid foundation for the future

success of the Association. Breaking tradition, the committee meetings have been held at different venues throughout the year to enable past students in those areas to observe proceedings.

Once again the greatest handicap to the Association has been the lack of support from the past students. Let there be no mistake about it, the S.H.S.A. is run by students, past and present, for the benefit of past and present students and unless their co-operation and support is forthcoming, a potentially powerful association is going to collapse.

You may ask: How may I support the S.H.S.A.?

The following points may help you.

- I) Keep your subs. up to date. The majority of members have not as yet paid. The sub. is now 21/-.
- II) Attend the A.G.M. and let all your views and ideas be aired and discussed.
- III) Attend the Dress-Dance, which is the highlight of the Association's social activities.
- VI) Forward to the secretary any criticisms or suggestions you may have.
- V) Attend meetings as observers whenever possible.

If all members would comply with these few suggestions you can be guaranteed of a really successful and worthwhile association within a few years.

This is the last issue of the **Ladder** under the present committee. We hope you have enjoyed the past issues as a lot of hard work went into them and that the new style **Ladder** appealed to you. Here we must thank Mr. Blum who has devoted a lot of his spare time to the magazine.

The date and time of the forthcoming A.G.M. has not been decided as yet but we hope to circularise you all about the matter within the next two weeks.

To those who are sceptical of the band

booked for the Dress Dance, the "Monarchs" are Munster's top band and they should go a long way in making the evening a great success.

Closing the notes, I would like, on behalf of the committee to thank our President, Jimmy Flannery, for the tremendous amount of work he has put into the Association this year. Also Mr. Slefer, our Financial Adviser whose motto "look after the pennies and the pounds will take care of themselves" seems to be paying well for the Association.

We hope to see you all at the A.G.M. and until then, Au Revoir.

Colm Rice,
Asst. Treasurer.

OUR MENU CORNER

For the next few issues we are going to suggest to you some Continental specialities which can easily be included in Menus in this country. The first country we introduce is Spain.

Spanish chefs are real artists in preparing all sorts of salads, which are always served with an ordered dish or menu. The special dish we introduce to you is the well known "FRICCO." It consists of a cold terrine which has an important place in any cold buffet.

How to Prepare it: In a stone-ware or china dish at least three inches deep, place two layers of the same kind fresh cucumbers, slices of peeled tomatoes, some white bread crumbs, slices of white onions, slices of red, yellow and green peperoni (if only one colour is available keep preferably to yellow or red), anchovies and black olives. Season each layer with pepper, salt and add some lemon juice to give a special flavour. On top add some oil and vinegar. The dish must be kept for a few hours in the fridge and served cold.



View of our new School Kitchen (equipped by E.S.B.)

For special parties or functions individual dishes can be made up for each guest. Only the size will differ as personal "FRICCO" will be smaller than if prepared for a party of six or ten.

(Dish created by the Executive Chef of the Hotel Alfonso XIII, Madrid, Mr. Frederico Wittwer. (From "Des Maitres de l'Art Culinaire" by Wyman).

The "PUCHERO":

This dish is very popular in Spain and is served as a custom at all wedding luncheons or dinners.

How to prepare it : Take a medium sized boiling chicken, two pounds of beef chest, a pig's ear. Place the lot in two pints of vegetable consomme. Add a bouquet garni with celery and carrots (sliced). When well cooked place the consomme in a soup dish together with parsley and a soup spoon full of chopped mint leaves (fresh). It is advisable to throw in some slices of fresh white bread. The vegetables which were used in the consomme must then be cut in small slices and added to the soup. The chicken is then served on a separate dish together with the pig's ear and the beef. These can

be carved in front of the guest or in the kitchen, whichever is more convenient. Serve with black olives and hard boiled eggs sliced in four.

(Dish created by Chef A. Puchos, Restaurant Majestic, Barcelona.) (From "Des Maitres de l'Art Culinaire" by Wyman).

NEWS FROM SHANNON

Well, here we are again, with some more tit-bits from the old homestead.

Since the last issue there have been many changes and many familiar faces have left us. Our Service Instructor Mr. Ryan has left us to take up the position of Principal of the Rockwell Catering School. His place has been taken by Herr Schmid. One of the second years—Helen Ryan—bid us farewell in January. Miss Kennelly, our typing instructress, has also left us and we hope that she, together with the others, will remember us as we will them.

The new prefect was elected early in the term and everyone agreed that Rory "Squire" Murphy was indeed a suitable and popular choice. He is assisted by G. Gilhooly for the Andre Martin course.

The Students' Council elections were also held, and K. O'Sullivan, T. McCarthy O'Hea, G. Gilhooly and G. Galvin and Misses T. Flanagan and R. Long were elected. Margot McCarthy and Colm Rice resigned from the Council and I think we all owe them many thanks for their work in the Council in its infancy.

The Club Dances were still going strong up to the beginning of Lent and of course we held the students' Annual Fancy Dress Dance; it was the biggest night in the Club for months. The winner was Miss P. Gough of the R. Candrian Course.

"Our Boys" are still going strong on the Rugby pitch and although beaten by Bohemians 1st in our last game, we feel confident of victory in our forthcoming bout against Rockwell Catering School.

As there is a detailed account of our Annual Dublin trip elsewhere in this issue it is left only for me to add that they were three nights . . . pardon me . . . days to remember.

The Rudolph Candrian Course were told their Continental exchanges on the final night in Nenagh, and we are all very happy with our new homes for the forthcoming year. For your interest—Germany has been inflicted with the company of P. O'Shea, J. Farrelly, K. O'Sullivan, T. Flanagan and B. Leahy, while Lausanne will be enhanced by the presence of L. Silke and Villeneuve by the presence of P. Burton. Zurich will be attacked from all sides by the following:—M. McCarthy, K. Naughton, M. Gavin, P. Gough, R. Murphy, D. Hurley, E. Murphy, C. Rice, J. Duffy, T. McCarthy-O'Hea, S. Bird and B. Cronin. It seems that our motto for the coming year will be "United we stand" (as it always has been).

In the next issue it will be our pleasure to be looking out for "News From Shannon," and, so, until then, we will say Au Revoir . . . or as they say in Kerry: "We'll be seeing ya."

Joe Duffy,

Rudolph Candrian Promotion.

YOUR ASSISTANT

By A. K. Slefer.

The selection of an assistant manager for an hotel is not always an easy matter to decide; if the person chosen is not capable of minimising the business worries and work placed on the manager's shoulders the choice has not been successful, which poses the question, "What should one look for in a good assistant?"

Success in business depends to some extent on our ability to influence others, therefore an assistant must have the ability to get things done, if he cannot succeed in this, then he is not being effective in lightening the tasks of his superior. One dependable man is worth many unreliable ones, if he is reliable he can accomplish tasks much easier and will gain the confidence of those working under him. The ability to command respect is a personal asset which will help to make his tasks easier, as co-operation from others may be more assured.

He should be a person with definite opinions—not a "yes-man" who generally lacks thinking ability and initiative; it may make life appear more easy if someone is always agreeing with you but is it always beneficial? Suggestions or disapprovals regarding one's own ideas may help to keep one's own thinking up to date. If your assistant is unbalanced and suffers from phobias, he cannot be depended upon as he will not be using his capabilities to the utmost.

A person imbued with ambition will try to perform their tasks with perfection, otherwise assignments will only be accomplished in a half-hearted manner. If the assistant is willing to follow orders and keep to the general regulations of the organisation, much valuable time may be saved, otherwise time will be lost if he begins to question every assignment which he is given.

Loyalty is an essential, because if he is too much concerned with his own self-interests, assignments will tend to become only secondary interests, which will lead to stagnation.

The lack of punctuality should be treated with concern; it sets a very bad example to the remainder of the staff, consequently the schedule of work will lag, causing both inconvenience and irritation in all departments. Initiative is difficult to discern in persons unless they have been employed for a period of time, hence it should be looked for in anyone who is to be promoted to a position of responsibility at a future date.

An assistant should be capable of carrying out his own plans and give instructions accordingly, and he should be in a position to make decisions without having to report to his superior to have them ratified beforehand (except in the case of major decisions), thus his superior will be freer to deal with the major problems and do the more serious planning of the organisation.

His dress and mannerisms may reveal some aspects of his character and personality, which will always have an effect on those working under him. The person chosen should have a good background in the business, otherwise much time may be lost in training him.



Minutes away from
the Shops and Theatres

JURY'S HOTEL

COLLEGE GREEN

Set squarely in the heart of Dublin, Jury's Hotel is within easy walking distance of all the main shopping districts, theatres and cinemas. It offers the discerning visitor superb service and luxurious accommodation — mere minutes from the city centre.

91 Bedrooms—each with radio and telephone
Central Heating Throughout.

AMERICAN BAR **RESTAURANT**

BUFFET BAR **GRILLROOM**

TEA LOUNGE

Telephone :

Telegram :

79811 (10 Lines)

'JURY'S, DUBLIN'.

Grade 'A' Hotel

Officially appointed R.I.A.C. and A.A.

Winds of Change in Hotel-Keeping and Catering

(with the kind permission of author of
Egon Ronay Recommends)

The whole thinking in the hotel and catering industry, the attitude and approach to its problems are undergoing a vital change.

One always tends to over-estimate the importance of changes. One is apt to think that one's own times are more turbulent, more revolutionary or, at least, more pregnant than others used to be.

Yet the significance of the changes we are witnessing and those imminent in the hotel and catering industry are surely greater than anything that has taken place in the last 60-80 years. A new era, full of original thought and revolutionary changes, is being born before our eyes.

The daily grindstone is too near to many people's noses. They have not the opportunity to see and realise that they have to choose between sinking or swimming with the new trends. It's not just a matter of the old dog learning new tricks.

Popularity of Motels

Comparison between nations can be inconclusive. But ever increasing travel is a leveller of tastes and demands. What is taking place in the United States is bound to have a far reaching effect on us.

In the course of the last decade the popularity of motels (or 'motor hotels' as they are often called) has reached a point where the number of nights spent in them equalled those spent in hotels. Not only were 'motel-nights' far in excess of 'hotel-nights' three years ago, but the takings in motels, for the first time, exceeded that in hotels in America. Quite something in the home of hotels with 1,000 rooms each! Some of the largest hotel chains have started and operate their motel companies.

Page Sixteen

The epoch of grand hotels, which of course started with the building of railway station hotels, is over. We are now, in a sense, back where we were when inns used to cater, as they had done for thousands of years, for man and his horse. Now they cater for man and his car; and soon they will for man and his plane.

New Concept of Comfort

It would be a mistake to think such a situation exists in the United States because of distances. Look at the expensive and highly luxurious motels built in towns, often in the very centre. Apart from the customer's reluctance to be parted from his car, the reason lies in an increasing demand for different kinds of creature comforts, for enjoying maximum comfort with the absolute minimum of human contact, a demand for the chance of letting one's hair down in instant luxury and comfort rather than being bowed in and fussed over in technicolour. This is the present day idea of home from home.

I have no doubt that there exists a very strong similar demand in this country. Our present 30 room motels cannot be compared with the two-three storey establishments of 150-250 rooms in the States. I am convinced that the first such enterprise (possibly in the centre of a big city and with a car-ramp connecting each floor?) will bring a flood of similar ventures; and that it will eventually cause serious worries to the traditional hotel trade.

This trend in demand goes in an economically favourable direction. Motels—break even at a much lower occupancy rate. In this country the figure is below 40 per cent.

Danger in High Charges

Such a development may well be the answer to a very dangerous situation that has developed lately. The tendency in the price structure of our large new hotels is a serious handicap in the European race for the fast increasing tourist business. Smaller and

older hotels will, for obvious reasons, automatically follow the upward price graph. The danger is twofold.

Overseas visitors look upon Europe as a whole. The proportion of those for whom a package tour is prepared is on the increase. It is common sense and good business for the travel agent to sell a fortnight's European holiday by arranging longer stays in countries with less expensive hotels.

The other danger is that with the advent of the European Common Market a great number of price-conscious Continentals, whose attention would otherwise be focussed on their new fellow member, may well be forced to start satisfying their curiosity elsewhere.

Advantage of Higher Charges

On the other hand the higher price structure will, in time to come, act as a safeguard of future standards. Our entry into the Common Market is bound to attract more and better skilled foreign labour. Higher charges enable us to pay wages in excess of what our Continental competitors can afford. Some foreign labour is available already, but the Common Market sets out to achieve a free European Market for labour to come and go as it pleases. This should make us as prospective employers a much more realistic proposition than hitherto.

And the increased incentive of higher prices and higher remunerations would not fail to ease the recruitment of desirable elements in this country.

American Influence

While the hotel section of the trade is, in my submission, on the verge of significant developments, in catering the transformation is well on its way.

Take the source of influence. For centuries it was the Continent. The French taught us, with more or less success, to cook; the Italians to wait; the Swiss to organise. But

now it is the United States whence the winds of change are blowing. Why should we have suddenly become more responsive to American methods? Because the pattern of our customers has changed radically.

Standards, worth talking about, in cooking and service used to be kept up exclusively for the benefit of a rich, much travelled, sophisticated, and gastronomically experienced clientèle. Who would deny that Escoffier, Carème and Soyer had this type of customer in mind when inventing or executing their masterpieces? It was the aristocracy of rank and of finance whom memorable artists from César of the Ritz to Luigi of the surviving Claridge's dazzled so successfully. But where are the ostrich feathers, the top hats, white ties and fabulous jewels?

The Modern Realistic Approach

The truth is that the feathers flew away. But the jewels—so very luckily for the catering trade—have been, figuratively speaking, broken up into pounds and shillings which are now owned—and spent!—by a circle a thousand times wider.

It sounds simple, I admit. But is it taken into account in practice? By some caterers—yes. Original and intuitive minds started catering for the modern, the young, the unprejudiced; who couldn't care less about formality, black tails and silver paraphernalia, table lamps and expensive damask. These are considered by the overwhelming majority today as mystic signs of a strange world. It all serves to alienate them and the pathetic insistence of the old school only results in making them feel inferior.

We regret it, of course, from a professional point of view; we may feel scandalised and annoyed that the very values of our long training are disputed. But, after all, the customer calls the tune. It is basic business sense to comply.

Years ago I worked for a very old and successful, fox in the trade. Once I tried enthusiastically to argue the advantages of a little known catering system. "The public doesn't

want it," he said. "Then we should educate them," I insisted. To which he wisely replied: "The task of catering is not to educate, but to give people what they want."

News from our Branches on the Continent

LONDON

Owing to the small number of past students and fourth year students in London, the activities of the above Branch has been rather limited these last few months. However members are meeting frequently and they keep the "School Spirit" as high as possible.

GERMANY

The German Branch was not very active last year due to the fact that only three past students are working in Germany. With the larger number due to go to Germany in May we hope that the Frankfurt am Main Club will again start with the interesting activities of the past years.

SWITZERLAND

The Swiss Branch being very strong in number has had various meetings and their activities as stated by their Secretary, Vincent Harte, are weekly meeting in the Parish Hall in Pully where full facilities is extended to them by Father Culhane. The latter attends to all the social meetings and organises discussions and social evenings. The committee of the Association is very grateful indeed to Father Culhane for all the efforts he has made to keep our members together and is looking after them spiritually and socially. We all hope here in Shannon to have the pleasure in welcoming Father Culhane on a future trip to Ireland.

May we congratulate the secretary and members of the above Branch for everything they have done to keep the flag flying.

The next Headquarters of the Association will be for the forthcoming year (May 1962 to May 1963) in Zuerich.

- - - - -

The Editor would appreciate very much to receive reports of the meetings and activities of all the Branches to be published in **The Ladder**.

IMPORTANT NOTICE TO ALL PAST STUDENTS

In the past few months I have been approached by many hoteliers in the country who were looking for Managers and Manageresses. Most of the time I am unable to contact you, not knowing where you are and what you are doing. Therefore I would be very grateful if those who are interested in obtaining positions would contact me directly. I could then deal with each case and not lose time and valuable opportunities. Lately many of our past students have been placed in good hotels in Ireland and the demand shows that our school is well quoted. But it is only with your full co-operation that we will be able to place more of our students in Ireland.

JORGEN E. BLUM
Director

Give Your Guests a "Kick"

-- Greet Them by Name

(by kind permission of Stanley Townsend and The South African Hotel Review)

To be greeted by name when visiting a hotel can be the hallmark of individual attention for 99 customers out of 100. The reason why people like it may not always be the same, but nearly all men and women are pleased to have it recognised that they count as persons, even in a world population of nearly 3,000,000,000. Perhaps the matter was summed up well by the woman who said: "It gives you a bit of a kick."

Two advantages come from making names an item of policy. If the customer is greeted with the clearly-spoken words, "Good morning, Mr. Drury," other staff within ear-shot are automatically told the customer's name. Again, when customers hear other customers addressed by name, both on arrival and on departure, the whole establishment gains an intimate, friendly, and social atmosphere.

Using names is an essential element in treating customers as individual persons; many will think that for business success this is indispensable. The name-plan (when not already regular practice) is best started by an informal chat with staff. The idea can then be made known, explained and discussed. The practice of addressing all customers by name, whenever possible, should be uniformly observed throughout the establishment by all staff.

Sustained effort by the manager and staff will be required if customers and their names are to be readily recalled. Practical success in remembrance depends on:

- * Interest in what is to be recalled;
- * Clear impact on the mind; and
- * Frequent use of the knowledge.

Interest in learning names thus becomes, for staff and employer, part of "holding the

job," because it is an ingredient of established business policy. Use of names lends colour and variety to the day's work, and this personal touch helps to create an atmosphere favourable to spending.

Indeed, the trouble of learning a customer's name must be seen against the total sum he or she (if so disposed) could spend on the premises in 12 months. Among staff there can, too, be competition as to who can address most customers by name.

To give a new name maximum impact, it must be realised that three pieces of memory work will be involved in recalling it. The name must be remembered, the person must be remembered.

In both ancient and modern times, there have been periodic waves of enthusiasm for "mnemonics". These are artificial aids to memory, resting usually on some association of ideas but having no other scientific basis.

An example is the verse beginning, "Thirty days hath September," which, if learnt, serves to recall the number of days in each month. Yet most people probably find it easier to memorise the facts without this rhyming aid.

In the case of names, the idea is to link the name with the person by some association of ideas, not necessarily flattering. Thus, our Mr. Drury, if a cheerless customer, might be recalled by "dreary", so that when he came in, the mind's working would be, "Dreary—Drury—Good morning, Mr. Drury."

Apart from the risk that, in the heat and stress of a busy morning, the greeting might become, "Good morning, Mr. Dreary," many will feel that the straightforward use of memory could be quicker than the "short cut."

When a new name has to be memorised, an effective method is to write it down and to make sure that the spelling is correct. If each new name is written on a scrap of paper and the scraps are dropped in to a drawer, it can be useful exercise at the end of a day to

run through the names and try to recall the person that goes with each one.

Practice in the recollection of names should not be limited to visits by customers to the premises. When it can be done without impertinence, a customer should be greeted by name in the street, on a social occasion, at church or chapel. When, in an idle moment, the passing throng is watched, names should be subconsciously applied to any customer who pass.

Powers of observation

These "off-duty" exercises can be of great value. They will especially test the ability to recall persons as a first step to fitting them with names. But what is it about a person that is recalled? Painting, and even just sketching, are often recommended as hobbies. Even if the artistic outcome is not always impressive, the amateur will develop the powers of observation. To sketch, one must first observe. More things of interest will thus be seen.

Recollection of people is, in the same way, helped enormously if there has been careful observation. When it transpires that a customer's name is Mr. Drury, he must be as quickly and accurately observed as if a sketch were to be made from memory.

The face is the most valuable aid in recalling a person. To get the best mental photograph, both full-face and profile should be observed. In this way there is most hope of the distinctive features of the face being noted.

But the face is not all-sufficient. It may not, indeed, in some individuals provide the easiest means of recognition. Items characteristic of the whole person deserve study — a stoop, a walk, exceptional height, or a touch of lameness.

Watch must be kept to note if eyeglasses are worn and, in the case of a woman, to note hat style and if earrings are used.

Yet the eyes need not do all the work; the

ears can help. Sound radio provides, without visual distraction, a means of studying voices. From it the ears can gain practice in identifying them. Used as another means of remembering customers, voice-memory provides the employer and employee with a further aid to recollection.

And, if the customer should happen to telephone, how impressive to be able to say, "Good morning, Mr. Drury," before he has announced his identity!

WE ANSWER YOUR QUESTIONS

Question: A student on the Continent asks us if we can give him the recipe for a Devil's Salad. Is it a common dish in Ireland?

Answer: The so called Devil's Salad is not a classical dish either in Ireland nor on the Continent. It is however served in first class restaurants on the Continent and only "a la carte." The Devil's Salad is a mixture of cold roast beef sliced in small squares, paprika or peperoni (fresh) and if possible the peperoni in various colours. It is served with a well spiced "Sauce Vinaigrette," anchovies and English mustard.

Question: What is the Repertoire de la Cuisine and how can one get the latest issue? asks us a young lady past student, running her own hotel in Ireland.

Answer: The Repertoire de la Cuisine is in plain English a cookery Repertory giving the fundamental elements of cooking. There are many different repertories but the main one, used at Shannon Hotel School and also by leading chefs is the one written by L. Saulnier. It is translated by the famous Chef des Cuisine of the Duke and Duchess of Roxburghe, Monsier E. Brunet. It is an excellent Repertory which

should be owned by everyone having to deal with catering in general.

It is edited by the firm Leon Jaeggi and Sons Ltd., 232 Tottenham Court Road, London, W. 1. It can also be obtained through Browne and Nolan Ltd., Dublin. The last issue has been published, if we are not mistaken in 1961.

Question : I went to Italy for a short holiday last November and noticed that a dish called Polenta was very popular and almost on every "a la carte menu" I have collected. Can you tell me what Polenta really is?

Answer : Polenta is in fact a national dish in Italy. It is very popular in smaller res-

taurants and can be made in different ways depending in which part of the country we visit. It is essentially a dish made out of maize flour and cooked like semolina. Instead of sugar however one adds milk and Italian cheese. It is also used as croquettes and fried with the addition of fresh tomato sauce (tomates concassees).

Question : As I wish to introduce some Scandinavian specialities in my grill room I would like to know if there is a recipe book treating with such dishes?

Answer : Yes, there are many booklets dealing with Scandinavian fare. One of the most interesting is a booklet issued by SAS Scandinavian Airlines. For your information we have mailed one to you.

S.H.S.A. **IMPORTANT NOTICE** S.H.S.A.

As we informed you in our last issue our ANNUAL DRESS DANCE will this year take place at THE QUEEN'S HOTEL, ENNIS, on THURSDAY, MAY THE 31st. Circulars with full details will be mailed to all our members in Ireland and England.

Now that after a year of struggle your Committee has once again achieved to have a strong Past Students' Association, it should be your duty and pride to take part in this annual event. We are certain that many more members could arrange to come to Ennis for our Annual Get Together and we hope that this year all will show their true interest not only in our Association but also in the School which has helped them all to start on the right foot in their career.

So please, dear members, make an effort and support the Dance the 31st of May. We need you all and we know that you will not fail us.

As soon as you receive our circular, send your application for tickets and tables. Let us know if you are coming with a party and the exact number. See you soon . . . and many thanks to all.

A MASTER HAS GONE

(Henri Charpentier, father of the Crepes Suzette).

On Christmas Eve a world famous French chef passed away at his estate in Redondo Beach, California. He was Henri Charpentier—father of the “Crepes Suzette.” He had reached the age of 81 years. As a chef he was a great artist, but, unfortunately, he was a bad business man and it took him years of success and misfortune before he finally became a very well known and successful restaurateur.

His career started at the age of ten when, as a nephew of the Great Escoffier, he went to work under the Master in Nice, and there received his full basic training. While still very young, he had every possibility of advancing to the rank of Chef. He worked as such in well known Parisian restaurants and later on he went to the Savoy, London. From there he decided to try his luck on the other side of the Ocean and travelled to the United States where he opened a large restaurant on Long Island. This, however, proved unsuccessful and having lost his savings he worked again in well known hotels in America. Soon he became the most sought after Chef in the United States.

Charpentier was well over sixty years of age when, after the Second World War, he found personal satisfaction by opening a small but extremely well-run establishment in Rodondo Beach. With the neighbouring film studios of Los Angeles and Hollywood his restaurant soon became famous and his regular customers soon included top film stars, film directors and artists. At the end of his life he had the great pleasure of being a very successful restaurateur, master chef and business man.

The Crepes Suzette, which was invented by Charpentier are well known all over the

world, and were, in fact, like so many other culinary recipes, the result of an accident. When serving the Crown Prince Edward, son of Queen Victoria, in a Parisian restaurant, for unknown reasons while preparing the Crepes they went into flames. To avoid embarrassment Charpentier poured Cognac over them. This flavoured the Crepes so well that he decided to start a new dish which was called “Crepes Suzette” after a well known French High Society lady.

It would have been a great satisfaction for Charpentier to have known that on the particular Christmas Eve when he left this earth, in thousands of restaurants all over the world, discriminating customers were tasting HIS Crepes Suzette, and to know that they would be placed in the Golden Book of International Cookery.

The name of Henri Charpentier will remain together with those of Escoffier, etc., as a Master of the Art of cooking.

Gi.

- - - - -

Original Recipe for Crepes Suzette

Prepare your pancakes in the usual form, keeping in mind that they must be very thin. Thick pancakes are not tasty and not presentable.

Spread pancakes with the following preparation which must be made in front of the customer :

4 ounces of fresh butter worked with 4 ounces of sugar. Add a little aveline powder to give taste and then add some curacao and tangerine. A good old brandy can replace the curacao by giving a better flavour to the preparation. When ready it must be presented to the guest with a flame. In French culinary terms it must be “Flambe”

Will the 1961 Vintage Reach Our Expectations?

(report kindly sent to the Editor by the firm Scholl & Hillebrand, Rudesheim am Rhein)

There was a very late vintage this year and the last grapes were brought in by the various estates towards the end of November, in both the Rhine and the Moselle areas. Already in spring, it had become clear that considerably less would be harvested this year than in the past years. After all, the flowering of the vines passed under favourable weather conditions and it was expected that the lack of quantity would be compensated by increased quality. Then came a very disappointing summer, the worst for many years, cold and wet, and our hopes for a good quality dropped to zero point. Finally, towards the end of August, bright weather started to rule for many weeks and we had sunshine during the whole month of September and a good deal of sunshine in October. This splendid period not only made up for the disappointing summer but the grapes ripened to an extent surpassing even last year's average by several degrees Oechsle.

Hence, the quality of the new vintage will be satisfactory. As to quantity, it is less than half last year's bumper harvest: around 3,5 million hecto-litres.

A great part of 1960 vintage has been absorbed by the market, in the meantime. The low prices increased the average consumption in Germany up to 12 or 13 litres per head of population which leaves scarcely around 20% of 1960 vintage in growers' hands. Both increased consumption and reduced harvest resulted in a steady increase of prices during the last months and we shall have to adapt our quotations when issuing our next price-lists in January 1962.

No stocks are left of vintage 1959 in the cellars of the vintners, excepting a few high quality wines and we would advise our customers to turn to 1960 vintage wines for their future requirements. The vintage has become a pleasant and balanced wine because of its long stay in our cellars. In case that outstanding qualities are required, we would advise you to purchase 1959 vintage from our own estates which we are going to list together with vintage 1960 and 1961 wines.

You will be interested to learn that we proceeded to a further modernization of our cellars by acquiring a fully automatic bottling plant with a capacity of 20,000 bottles per day, increasing our total bottling capacity to 35,000 bottles. Though this new installation does not help to cover fully the recent price increase, it puts us in the position of offering our wines to our customers at the most advantageous prices.

SHANNON HOTEL SCHOOL PAST STUDENTS ASSOCIATION.

The Dance Committee is pleased to announce to all members and friends that our Annual Gala Dinner Dance will take place on May the 31st at

THE QUEEN'S HOTEL, ENNIS

Get together 7.30 p.m.

Dinner Dance 8.30 p.m.

Music by the most popular Band,

"THE MONARCHS"

Tickets and tables reservations are to be made to the Secretary,
Shannon Hotel School. **Latest date May the 1st, 1962.**

THE DUBLIN TRIP

Any of you who have spent one of those glorious days rummaging through the family attic will, no doubt, have found a book which tells of a bunch of chaps in the Middle Ages who spent their leisure hours trying unsuccessfully to pull "Excalibur" from an anvil: extracting "De Stoodents" from bed in the morning compares most favourably. Thus it was not without considerable apprehension that the night-shift watched the young hoteliers descend to the base with apparent enthusiasm, at 5.00 a.m. on March 22nd. One can imagine the cheers of joy when the bus arrived an hour late and Mary G—, after lengthy calculations, announced that we could have had an extra 75 minutes' sleep. However, when sundry material alterations had been affected to the bus in the form of beer-crate seats, we departed in high spirits, singing loud enough to drown the sigh of relief from Shannon staff members as they watched the exhaust pipe fading into the distance.

En route, we stopped in Kildare, and were most impressed by this quaint little town, so steeped in tradition. Life goes on now just as it did hundreds of years ago: in fact, it is notable that the worthy townfolk have steadfastly refused to improve their sanitary facilities.

10.30 a.m. saw us at St. James's Gate Brewery in Dublin. Guinness are well known for their generosity, but we certainly did not expect the wonderful reception which they gave us. We left with our curiosities and appetites more than satisfied.

That afternoon, we availed of Players' kind invitation to visit their cigarette factory in Glasnevin, where we learned something of what is part of our daily lives, and were treated to tea. In order to satisfy his insatiable curiosity and thirst for knowledge, Denis Hurley projected his index finger through a most inviting aperture in the side of a machine and, to use a technical term,

completely banjaxed the gadget. The insurance company has been most sympathetic.

In the evening, we departed to our respective hotels, the Gresham, Jurys and the Hibernian. Many of us rallied to join our fellow students in Dublin at the AGS. I would like to point out here that an evening's entertainment at the AGS does not consist of a cup of tea with Miss Brouder. Others preferred to watch Elvis toddling around a Hawaiian beach in striped bathing togs.

Dermot Ryder was so impressed by Jury's Hotel that he made a sortie at 3.00 a.m. on Friday morning to examine the colour of the tiles in the bathroom, and there is no doubt that he was afforded the opportunity to make quite an extensive study of same. It appears that he locked himself out and did not succeed in producing a state of consciousness from his room-mate until some three hours later.

On Friday morning, as a sequel to Mr. Hogan's lecture to us earlier in the term, we visited Power's distillery and, apart from learning a lot about the distilling of Irish whiskey, gin and vodka, we were more than impressed by the fact that much of the machinery used in the distillery, although many years old, is in perfect condition and far from obsolete. After the visit, we were invited to an excellent lunch at the Central Hotel by John Power & Sons.

The afternoon saw us in Jacob's biscuit factory and there, too, we were given the full red carpet treatment and were shown around by charming guides. Of all the machinery we had seen, we feel that the great network of huge baking ovens and conveyor belts at Jacob's really takes the biscuit.

On Friday evening, we went our various ways, some going to see Elvis for the second time and others to meet long-lost school pals. I think it would be relevant at this stage to mention something that had come very much to our notice. There is no doubt that Dubliners were most taken with the high standard of intelligence of the young hoteliers, not

only in our own business, but in other fields too. Pat Ward, for one, proved himself something of an electrician when he inquired if the candles in the 'Paradiso' were attributable to a power cut. The waiter in question obviously dumbfounded by the magnitude of this complex question, failed to proffer an explanation.

On Saturday morning, we had the pleasure of visiting the Liquor Museum at Kingsbridge as the guests of C.I.E. For many of us it was vaguely reminiscent of the exhibition we had seen on the Island of Bendor last September.

And so after a few short hours shopping in the capital, we started the last lap of the journey back to Shannon. Mr. Blum, much elated by the events of the last three days took the opportunity of the journey to baptise his flock with vodka and Old Spice.

A stop for light refs. at Portlaoise and on to past student Michael Gilmartin's Ormond Hotel in Nenagh. The high spirits were still very much in evidence throughout the excellent dinner, but everyone became a little sad and sentimental when Mr. Blum stood up to announce the continental exchanges. If we had room on this page we would include a photo of Joe Duffy's face when he heard he was going to Copenhagen; and a copy of Eddie Murphy's poetic reaction to his Oslo exchange can be had on application to the Censor's Office, c/o the **Ladder**. However, it transpired that Herr Direktor was only joking and in fact we are distributed between Switzerland and Germany.

Consequently, the traditional sing-song after dinner took on a more international flavour with questionable attempts at 'Freres Jacques' and 'Non, rien de rien' echoing from various corners of the ballroom. Mr. Clarke and Brian Cronin executed an original cabaret turn, which took the form of tracing those little moving patches of coloured light to their source.

Meanwhile, the Stoodents' first aid dept.

were rendering their services to Dick McGahon who was diagnosed as suffering from an overdose of orange-juice: he lay prostrate on one of Mr. Gilmartin's couches and all efforts to revive him were in vain. Doc. Rice decided to leave him to recuperate slowly—he was seen an instant later gliding down the corridor, apparently full of beans (please note: beans), and has been affectionately nicknamed 'Lazarus.'

The clock struck midnight, announcing that it was time for all the little CinderEllas and CinderFellas to return to the Alma Mater. Reluctantly, we awoke our driver and, having recalled Bridy from compassionate leave, we covered the last few miles to Shannon.

Another tour over? No, not just another tour, but three days that we shall always remember for they were our last time out together before the Rudolph Candrian Course go on the continent in June.

In conclusion, I should like to thank sincerely all those who helped to make the trip such a success and to sympathise with the Dublin police and other officials.

Kenneth O'Sullivan.

WHERE ARE THEY NOW ?

(changes of addresses notified to us up to date)

Morgan, Colum—438 Margaret, Detroit, U.S.A.

Flannelly, Enda—Glentworth Hotel, Limerick.

Mannix, Thomas—Talbot Hotel, Wexford.

MacCarthy, Mairead—Majestic Hotel, Tra-
more.

Conboy, Marie Therese—The Londoner Restaurant, London.

McDonald, Margaret—County Arms Hotel, Birr.

Kelly, Ann—Old Ground Hotel, Ennis.

Fitzsimons, Thomas—Ardilaun House Hotel, Galway.

O'Driscoll, Niamh — Pontoon Bridge Hotel, Foxford.

Loftus, John—Majestic Hotel, Tramore.

Jones, Hugh—The Mayfair Hotel, London.

DR. G. LOTZ PROMOTION (fourth students) as from June 1st, 1962)

Hughes, Gerry—Commodore Hotel, Cobh.

May, Peter—Commodore Hotel, Cobh.

Silke, Gabriel—Commodore Hotel, Cobh.

Shanahan, Tony—Grand Hotel, Paris.

O'Carroll, Simon—Hotel Meurice, Paris.

Harte, Vincent—Commodore Hotel, Cobh.

Gaynor, Michael—Commodore Hotel, Cobh.

Courtney, Kay—Commodore Hotel, Cobh.

Toomey, Carmel—Commodore Hotel, Cobh.

O'Callaghan, Maigread—Commodore Hotel, Cobh.

Carpenter, Yvonnee — Commodore Hotel, Cobh.

Doyle, Mary—Commodore Hotel, Cobh

McIntyre, Mary—Commodore Hotel, Cobh.

NEW ADDRESSES OF THE RUDOLPH CANDRIAN PROMOTION

(as from June 1st, 1962)

Naughton, Catherine — Hotel Sonnenberg (Auroreastrasse) Zuerich.

McCarthy, Margaret — Hotel Sonnenberg, Zuerich.

Gough, Phil—Bahnhofbuffet, Zuerich.

Gavin, Mary—Bahnhofbuffet, Zuerich.

Leahy, Berny—Hotel Odenwald, Lindenfels (Germany).

Flanagan, Teresa—Hotel Owenwald, Lindenfels.

Hurley, Denis—Hotel St. Gothard (Bahnhofstrasse) Zuerich.

Murphy, Robert—Hotel St. Gothard, Zuerich.

Duffy, Joseph—Bahnhofbuffet, Zuerich.

Murphy, Edward—Bahnhofbuffet, Zuerich.

Rice, Colm—Bahnhofbuffet, Zuerich.

McCarthy-O'Hea Thomas—Bahnhofbuffet, Zuerich.

Bird, Sandy—Swiss Hotel School, Belvoir Park, Zuerich.

Cronin, Brian—Swiss Hotel School, Belvoir Park, Zuerich.

O'Shea, Patrick—Hotel Restaurant Gaudes, Bad Nauheim.

Silke, Liam—Hotel du Monde, Grandvaux (Switzerland).

Burton, Peter—Hotel du Port, Villeneuve (Switzerland).

Farrelly, Joseph—Restaurant Picnic, Frankfurt a/Main.

O'Sullivan, Kenneth — Restaurant Picnic, Frankfurt a/Main.

OUR FUTURE

IS THE ASSOCIATION FULFILLING ITS AIMS ?

HAS IT TRIED TO DO TOO MUCH ?

IS IT DOOMED TO FAILURE TO REACH FULL BLOOM ?

SHOULD IT CONCENTRATE MORE ON THE BUSINESS OR THE SOCIAL SIDE OF ACTIVITIES ?

DO WE NEED A COMPLETE OVERHAUL ?

These and many others, are the questions which must be answered, **AND WE PREFER** the man who comes to the Annual General Meeting **AND VOICES HIS OPINION** to the **MAN WHO STAYS AWAY** and **CRITICISES THE OPINIONS OF OTHERS.**

JAMES A. FLANNERY,
President S.H.S.A.

The Future of the Hotel Industry in General

(by kind authorisation of the H.C.I.)

A very important conference, organised by the students of the Battersea College of Technology students took place early in March in London. During this conference where two of our past students were invited as guests and representatives of Shannon Hotel School, various aspects of the staff training and future of the hotel and catering industry had been discussed by various well known hoteliers. We feel that the following report will give you a true picture of the situation as it was dealt with during the conference. Any suggestions from our members would be most welcome.

J. E. BLUM, Director.

CONFERENCE HIGHLIGHTS

What did the students and management get out of the conference? Apart from a good deal of sense, they got much to think about. Doubtless, this conference will play a major part in their attitude to the problems of training, education and proper business methods, and it is a happy omen for the future that present and future managers should meet in such circumstances.

Friday afternoon saw two sessions, The Future of the Hotel Industry, addressed by Mr. D. G. S. Russell and International Hotel Keeping, with Mr. A. M. Delarue (general manager, Westbury Hotel) as the speaker.

Mr. Russell, who compared the past with present conditions, laid stress, as did all the speakers, on the personal qualities of the

manager, and on the value of proper training to bring about those qualities. Mr. Medlik, in question time afterwards, raised the point whether the industry would eventually have a professional man, to which Mr. Jones confidently replied in the affirmative. It was Mr. Jones too, who effectively denied that split duty and awkward hours were the sole prerogative of this industry.

A wise question from the floor brought up the problem of post graduate training. In the hotel industry generally, this aspect of training leaves much to be desired, and it cannot be said that what was said at this session was particularly comforting. In the future, there is much to be said and done if employers are to give graduates the most appropriate training.

Mr. Delarue's speech dealt with the rise of the international hotel companies, mainly of American origin, and he made an interesting point when he remarked that company policy might differ drastically to the policy needed for a local hotel, for example, in attracting a particular clientele.

It was in the panel discussion afterwards, however, that Mr. Herbert Striessnig (assistant manager, Carlton Tower), himself a young man, stressed the need for practical and more practical work.

His point about the phrase trainee manager being a contradiction in terms was nicely made, but when he said "The student leaves college with a certain basic knowledge, but then, he has to start from scratch," one felt that the audience would have something to say. Strangely enough, they said very little and it was left to Mr. Jouzy to remark that surely college graduates have all the basic training they need. Why do they have to start from scratch again?

Mr. Gatty came in at this point. Mr. Jouzy had made a plea that management should try to understand students' problems. Mr. Gatty

(manager, May Fair Hotel), a graduate of Cornell reversed the plea. "Training schemes cost money," he said, "and I'm not interested in training a student if he's going to leave me afterwards." Mr. Gatty's rather less altruistic motives compared later, with Mr. Forte and Mr. Stinton, who did not seem to mind if students left them if it was for the greater good of the industry.

Possibly, of all the sessions, Management in Hotels held the most interest, and Mr. W. J. Breen (joint general manager, Trust Houses) let nobody down. A very skilled speaker, who outlined his ideas with a considerable amount of persuasion (and good humoured advertising!) he said much that was good sense, but left much to be said. It was something of a pity, in view of the fact that he deliberately asked for comments, that so few of the audience took him up.

Both Mr. Kobler (managing director, Washington group of hotels) and Mr. Philip Nailon (lecturer in management studies, Battersea) had doubts on his self appointed ten year programme for graduates, the former wondering why the graduate had to wait ten years to set their sights—"he should make a beeline straight for the top"—the latter concerned lest management techniques be lost in the intervening ten years.

The inevitable question from the floor came when someone asked on the merits of managers living in. Mr. Kobler came down with an emphatic 'No,' Mr. Gluckstein (director J. Lyons & Co.) and Mr. Breen thought it depended on the type of the establishment.

It was left to Mr. Russell, from the floor, to put his point of view. "After the first year or so, the manager and his wife should live out. A home is more important to them." One could almost feel a murmur of sympathetic agreement sweep through the audience.

A question from a student on the panel raised the interesting point of committees of students and management working together. Mr. Gluckstein came down rather heavily on this, saying that students should not be segregated from other employees. Mr. Breen thought that group discussions are of help, but the physical difficulties in Trust Houses, at least, made this a major problem.

A student from Blackpool asked what the opportunities were for graduates of National Diploma colleges, and received reassuring replies from all the panel, especially Mr. Kobler, who said the industry is desperately short of top class executives.

Another sharp question brought up the subject of the "brand image" of the industry, and how was the industry going to improve it. Again it was Mr. Breen, who tried to dispel the assumption that this was a cinderella industry.

Mr. Forte's talk on Management in Restaurants was apt, and much to the point. As everybody else, he laid stress on the personal qualities of the manager. "Whatever planning, whatever assistance, whatever statistical information can be supplied . . . this will not help if the manager himself falls down on his job."

Mr. Richard Kotas (lecturer in economics, Battersea) asked a penetrating question on the level of research undertaken by the industry as a whole, and restaurants in particular. He pointed out that the level was deplorably low, and worse, there were no published results by which firms could compare their own performance. Every panel member agreed that this research left much to be desired, but there were no real suggestions made as to how this could be remedied, except by a research institute.

One felt that the audience was on unfamiliar ground during Mr. R. J. Stinton's

talk Management in Industrial Catering. He is Chief Catering Advisor to ICI and the picture he painted of industrial catering effectively dismissed the idea (probably all too prevalent) that industrial catering demanded little skill and was a refuge for those seeking an easy living. He must have shocked at least one member of the audience on the rigid requirements for ICI head office trainees, for later a student asked : "What would happen if all sections of the industry demanded five years experience elsewhere in the industry. Students would soon be out of work." Mr. Stinton did not really answer this point, if it needed answering.

The same student was disturbed by Mr. Stinton's apparent acceptance of managerial staff turnover, asking why, ICI., for example, were not interested in keeping a student all his life. The reply that came said in effect that people must be free to move about if they wished. "Even at the end of a trainee scheme, we do not guarantee a job for every trainee. What we want is ambition, not to provide a pension."

If the audience knew very little about industrial catering at the beginning, it was certain that by the end, there were few false impressions. Mr. Stinton gave an eloquent description of the need for control, costing and accurate buying. However, it was left to Mr. Abrahams (management director, Staff Caterers Ltd.) to point out that he doubted if more than 10 per cent. of industrial catering undertakings were worthy of the calibre of the present day graduate.

A very short time was allowed for questions, and in view of the nature of this particular session, this was possibly a wise decision. Of the remaining sessions, however, this criticism became serious. The value of such a conference is not so much the speeches, but the opportunity for questions from the floor, which can often bring out

points forgotten or deliberately unsaid.

- - - - -

Where do we go from here ?

There is no doubt that the Battersea student-management conference was more successful than even the organisers had expected. Because of this, it must be one of the most significant events to take place in the industry, and in the life of the Institute. Significant for two reasons, and these are worth some attention.

Firstly, the students organised the conference themselves, without prompting from the college or management, although not without encouragement from both. As a number of the speakers said, this is surely an event that management students should be encouraged to organise and its successful completion shows their professional calibre.

The other reason is that over a dozen of top management executives in the industry thought it well worth their while to talk to the students and graduates, in some cases to let their ideas open for some sharp attack.

Possibly what has most been gained by the conference is that the students have formed themselves into a body of some strength and cohesion. Whereas before few of the students from the different colleges had ever met or exchanged ideas, they should by now have much in common.

To use the expression that the conference marks the beginning of a new deal for students and graduates is perhaps making too heavy a point, but there can be little doubt that both sides learnt much, and that the estimation of students went up in the eyes of many members of the panel. All too often

have both management and students been completely unaware of each other's problems? Management has misunderstood the student's eagerness, impatience, frustration and his new ideas. The students have not understood the difficulties facing management in absorbing new and revolutionary ideas into an industry that is beset by personnel, financial and organisational problems of a traditional nature.

The conference has gone a long way to relieving these mutual doubts. Nevertheless, to echo Mr. Jouzy's clarion call, "Where do we go from here?"

Battersea organised this conference through the auspices of its hotel management society, a student body that changes its membership, to a great extent, every academic year. One wonders whether it is fair to commit next year's students to running such a conference. Or whether it is wise for a single college to have a monopoly in organising it, albeit one of the most important in the country, and one that should be setting trends.

Mr. Jouzy has himself suggested setting up a national conference committee, representing all the National Diploma colleges. This would mean that each conference can be organised and held at regular intervals at different colleges. This possibly is the most appropriate compromise, but the sheer physical problems of committee meetings, and the financing of them, is a hazard that must be overcome.

Whatever decision is reached at the meeting after the Institute's annual meeting and luncheon on April 10th one can only hope that such a fine idea is not lost in indifference or apathy. Here is a first real attempt to create a common meeting ground for management students and management. Its concept and organisation is thoroughly professional and worthy of support from all members of the Institute.

HEARD IN A BAR.

John (to his friend): "I want to drink to forget . . ."

Publican: "You'd better pay before you start."

I MUST CONFESS . . .

Yes, I have decided to confess the following points and I am certain that many of you will agree with me. It is only fair to our school to let them know how much many of us appreciate what they have done for us in the past. For those who never realise how lucky they have been, and certainly still are, let's hope that this small article will wake them up sooner or later.

One morning in October, because it was in the Autumn at that time, a group of then third year students were leaving Shannon Airport to take up positions on the Continent. The prospect of travelling and seeing a new country was our main interest at the time and we were very glad to set foot for the first time on the Continent. After a few weeks there, we knew exactly what working on the Continent meant but we also knew that we could learn a terrific lot and therefore settled down very well. The twelve months passed with extraordinary swiftness and soon I found myself on my way back to Ireland and home. Did I learn something while in Germany? Yes, indeed. I learned how to speak a new language. I also learned many new methods of working which I know will be a great asset to me in my whole career. I learned the way of life of the Germans. I realise now that it is my school I have to thank for placing me in a position to learn all these things. I am indeed grateful now.

Who found me a very good position in one of London's hotels? My school again. I had no trouble looking for employment — everything was prepared and planned for me. I just flew over and reported to my new employer. Do you remember, my friends, the same thing happened to you? How thankful I am now to my school.

Returning to Shannon for my finals, I was rather nervous as we all were on that fateful day, but everything went well. I received my diploma and was very proud to become a past student of Shannon Hotel School. Where do I go from there? By contacting my school again I obtained a wonderful position in this present hotel. With the help of my school I started my hotel career. Many of you too have found good positions in the Hotel Industry through the help of your school. Do you remember now?

I must confess now that many a time I have been selfish. Many a time I have let down the people who have helped me so much in my career. Now that I am a past student I feel that I should never forget what my school has done for me during the time I spent in the classrooms and while on the Continent, and afterwards when starting in the Hotel Industry.

Many of us are proud to be a member of our School. How many have kept in contact with it since our Diploma day? Why are we so forgetful? Perhaps you, my friends, who are reading these few lines have been helped through the years, perhaps you too are some of the lucky ones who were guided to the positions you now have. Have you forgotten? Why?

Do you know that your young friends in Shannon are fighting hard to keep our Association going? Do you know that they are working to keep our wonderful Magazine alive? Have you helped them? Have you

co-operated with them? Have you answered their letters, paid your subscription? While reading these lines, you may feel that you too have been very selfish. I know that you will do something about it immediately. I know that, if like me, you are really proud to be a past student of our School you just cannot let the people who have helped you so much, down. I know also that by helping them now, you would give them great reward. Don't we owe them that little bit of help? I know, as you do, that we do. I have seen them at work not so long ago and I know how much they need my help and yours.

I must confess, I had forgotten all these things but I have decided to change my attitude and from now on I shall be a good and worthy member of that old School of ours. They deserve my help and they will get it. I wonder if you will remember too? I am certain that you will, and that you will become more interested in what is going on in our School. We all owe so much to that Institution which has given us such great help to be where most of us are now. Will you help me to help them?

CONFUCIUS, Dublin.

- - - - -

This letter has been sent to us just when the present issue of the **Ladder** is going to the printers. As it is not signed, we cannot thank the writer personally but assure him or her of our gratitude and hope that many past students will, like him (or her), send their subscriptions and help us more in the future. Thank you, Confucius!

The Editors.

HEARNS HOTEL

CLONMEL, Co. Tipperary

ALL MODERN IMPROVEMENTS. PERFECT CUISINE. COURTEOUS
SERVICE. H. & C. RUNNING WATER IN BEDROOMS.
APPOINTED R.I.A.C., I.T.A. AND A.A: GARAGE FREE

Phone : Clonmel 59

HOME.

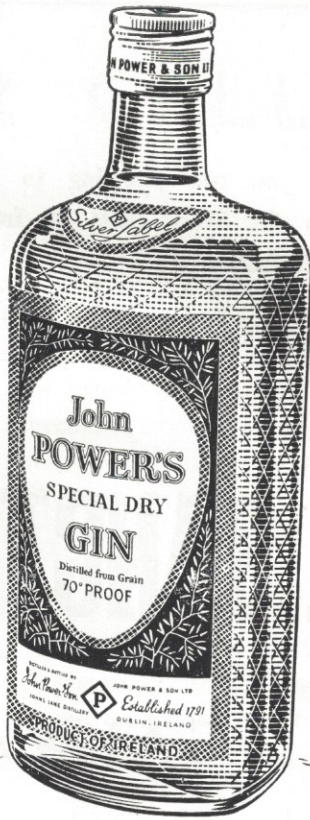
A Hotel is a meeting place, an agora, a forum, where patrons of all sorts are welded and grouped together. This social value is of high significance. It encourages the best traditions and by intermingling people in an atmosphere of relaxation makes for a better appreciation of one another's qualities and aspirations. All the social events that go to make up the daily round seem to centre more and more on Hotels. An Hotel is a home on a larger scale, and there's no place like home.

————— issued by La Touche Hotel, Greystones,
County Wicklow.

CHAMPAGNE

Charles Heidsieck

Reims



ask for
POWER'S
gin
for preference

Distilled and Bottled by John Power & Son Ltd., Dublin



If you are planning to spend your holiday
on the West coast of Ireland write for full
information to

HOTEL SANCTA MARIA

GALWAY

One of the leading hotels offering first
class accommodation, excellent cuisine and
perfect service.

Your Holiday to Remember

Phone: Galway 2211

Mr. & Mrs. P. McTigue.

A word about YOUR CELLARS

The name and fame of a hotel more often than not rests upon the excellence of its cellars. To be in a position to cater for the liquid tastes—however fastidious or bizarre—of all his guests, is indeed a proud achievement and one that will win for the hotelier the valuable praise and recommendation of his visitors. The House of Morgan takes a justifiable pride in having been entrusted to supply the leading hotels of the country with wines and spirits of rare excellence from their famous cellars.

Hotel cellars need periodic replenishing and the wise hotelier will lay in his stocks as early as possible to avoid last-minute disappointments. The cellars of the House of Morgan and the fruits of over a century's experience in the care and handling of fine wines are at his service.

Write to-day for our list—listing a complete range of wines from the most famous vineyards of the world.

THE HOUSE OF
MORGAN

36 DAWSON STREET, DUBLIN.

Buswell's Hotel

DUBLIN

Situated on a quiet corner of Molesworth Street, opposite Dail Eireann, National Library, and Museum, within 2 minutes walk of Main Shopping Centre, and theatres; offers an individual type of welcome in keeping with its compact scale.

* Central Heating * Lift * Private Suites

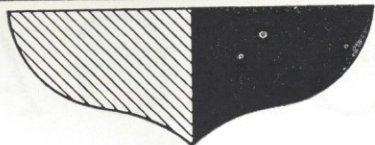
* Radio Diffusion * Television Lounge

Medium-sized; reasonably-priced; central.

Vermouth

NOILLY PRAT

DRY



SWEET

SILKE & SONS LTD.

FRUIT IMPORTERS AND DISTRIBUTORS
WHOLESALE SWEET AND CHOCOLATE FACTORS
HIGH - CLASS BAKERS AND CONFECTIONERS
Wholesale Agents in Galway and Connemara for the famous
Merville Cream Ices.

William Street West, Galway

'Phone 2339

VISIT

SILKES MARIAN CAFE

at

William Street

FOR GRILLS, LUNCHESES, TEAS, COFFEES, ICES,
MINERALS, ETC.

'Phone 2404

THE HOTEL ORMOND

NENAGH

One of Ireland's newest hotels in one of the finest
provincial towns in Munster.

First class cuisine and cellar, contemporary bar and

Grill room a friendly atmosphere.

Golf, Fishing, Hunting, Shooting and all water sports

Michael Gilmartin, Manager.

'Phone : 292

ELECTRICITY

in your Kitchen

Steps up Profits

Electric kitchen equipment saves money.

Electric cooking increases kitchen production because it permits a more compact and efficient arrangement of equipment. Very often it leaves room for additional seats and fast electric food service speeds up turnover during rush hours.

Electric equipment requires a minimum of supervision. Labour time is saved in cleaning and both equipment and premises stay clean and last longer. A cooler, cleaner kitchen makes it easy to keep staff and cuts down on absenteeism. Electric cooking cuts food costs too, because electric equipment eliminates burnt food and rejects. It makes fat go further in deep frying, and shrinkage in baked foods and meat is reduced considerably. These reduced food and labour costs add up to more profit. Install electric cooking equipment now.

Expert advice on your cooking problems is available free of charge. For prompt co-operation write or 'phone your nearest E.S.B. District Office or

SALES DEPARTMENT

ELECTRICITY SUPPLY BOARD

27 Lower Fitzwilliam Street, Dublin

Telephone 65831

Phone : 45623
46433



51, O'CONNELL STREET,
LIMERICK.

DEAR STUDENT,

You are entering on a career in which your success will depend on many factors — not least of which is Insurance. Therefore it is vitally important that you get the best possible advice so WHEREVER YOU ARE do not hesitate to ask us, we shall be at your service in all matters concerning Insurance — HOTEL or PERSONAL.

We wish you every success in your career,
and remain,

Faithfully yours,

Fred Cullen & Co. Ltd.

INCORPORATED INSURANCE BROKERS.

For Service and Quality

Be sure to call at Belmullet
when Touring the West of
Ireland.

McINTYRES

STORES LTD., BELMULLET, CO. MAYO

DEPTS. :

Grocery, Bar, Hardware, Furniture, Builders Providers

Radio, Cycle, Funeral Directors.

McINTYRES TRAVEL AGENCY

Printed by City Printing Co., Rutland St., Limerick.

within the meal,
after the meal,
but never without

No matter how you use cheese either as part of the main course or with biscuits you can be sure of praise from your diners when you use Golden Vale. After all, the abundant goodness can actually be tasted in Golden Vale, try a piece yourself and prove it. And you have such a wonderful range from which to choose, Natural cheeses, Processed cheeses and Cheese Spreads all delicious, all goodness, all so right with every meal. Yes! for smiles at the tables be sure to serve

GOLDEN VALE
CHEESE

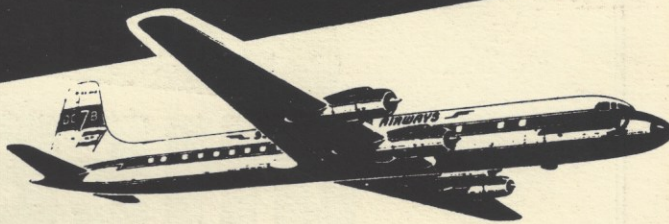
for abundant goodness

GOLDEN VALE FOOD PRODUCTS, RATH LUIRC, CO. CORK.

People like hotel staffs...

WHO VOLUNTEER INFORMATION, ESPECIALLY
TRAVEL ADVICE. ALWAYS GIVE THIS SMALL
EXTRA SERVICE AND TELL THEM TO

FLY VIA
SHANNON



Tell your guests about the wonderful duty-free shopping
at Shannon. Write now and get your hotel's stock of
informative literature from the

TRAVEL PROMOTION DEPT.
SHANNON FREE AIRPORT
Co.Clare, IRELAND