

英国大学における職業教育訓練 —ホテルスクールの教育モジュール

Vocational Education and Training in UK Universities: The Modules of Hotel Management Education

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Abstract: This paper aims to shed light on the current issues of vocational education and training (VET) in UK universities, with an emphasis on the higher education in hotel management and hospitality. The Edge Hotel School was created jointly by the University of Essex and the Edge Foundation in 2012. This new school delivers not only academic knowledge but higher level practical and vocational education in the field. This paper shows the educational framework of the school.

Key words: 職業教育訓練 (vocational education and training), 高等教育機関 (higher education institutions), ホテルスクール (hotel schools), モジュール (modules)

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I はじめに

あらゆる産業分野においてグローバルな競争が激化し、それに伴って技術革新や企業淘汰のスピードが加速している。職業に求められる知識・技術が急速に高度化・複雑化しているため、職業教育訓練もこれを高度化しなければならない。こうした認識を背景として、日本においても中央教育審議会を中心として、従来よりも高度な職業教育訓練を担う機関としての、大学を含む高等教育機関の新たな役割に関心が集まることになっている。

しかし、経済競争力維持のために職業教育訓練の高度化が必要との議論は日本に限ったことではなく、非熟練の職種が国外に移転し、労働コストの競争では開発途上国に対抗できない経済協力開発機構 (OECD: Organisation for Economic Co-operation and Development) 加盟諸国においてはすでに共通の認識になっている (OECD, 2012)。むしろ高い失業率、ことに若年層におけるその解決は、日本以外の OECD 諸国においての方がより高い関心事になっているといえる。

職業教育訓練の制度・仕組みを国際比較した場合、日本にはその主体としての企業の役割の大きさという特徴があることが指摘されてきた。職業教育訓練の供給側は、1) 専門学校 (vocational schools) に代表される学校組織、2) 職業能力開発校を代表とする公的職業訓練施設、3) 従業員教育を行う企業 (企業内教育)、に分類すること

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ができる（今野・佐藤，2009）。日本企業に特徴的とされる新卒一括採用の雇用慣行は、採用時における職業的能力・スキルの有無を問わない採用形態として定着し、さらには長期安定雇用と結びつくことで、企業が職業教育訓練の主体となるシステムが確立されてきたとされる。ことに大卒者に対しては、「職務に必要な知識・技能は職場で共有・伝達され、それと大学教育の内容とは明確な関係を持たない、という日本の特質」（金子，2015）として指摘されてきた。

しかしそのような企業による職業教育訓練の提供は、そもそも大企業、さらにはその正社員に限定的な仕組みであった。さらには、そうした大企業においても正社員という就業形態以外の従業員が増加するとともに、企業が人材育成にかかる費用を縮小する状況が顕在化することで、企業内における人材育成機能は低下傾向にあると考えられている。その結果、学校教育における職業教育訓練をはじめとした、企業外での職業教育訓練の充実が必要との認識が生まれることになっている（実践的な職業教育訓練を行う新たな高等教育機関の制度化に関する有識者会議，2015）。

II 英国における職業教育訓練

国際的には VET (Vocational Education and Training) という略称で呼ばれることも多い職業教育訓練は、初期職業訓練 (Initial VET) と継続職業訓練 (Continuing VET) に区別されることが多い。継続職業教育訓練が離職者訓練あるいは労働者を対象とした技能向上訓練を担当するのに対し、初期職業教育訓練は就学年齢の若年層を対象とし、いわゆる「学校世界から職業世界への移行」を担当する。そのため初期職業教育訓練は、学校教育の範疇ないしはその延長線上として教育行政の管轄となっていることも多い (OECD, 2012; 岩田, 2010)。日本のような新卒者一括採用が一般的でない国・地域においては、十分な就労経験のない若年層において共通して雇用が不安定になることはすでに長年知られた現象であり、課題であり続けている。OECD 諸国において、若年失業率は平均して成人失業率の 2～3 倍

になっており、学校を離れてからの労働初期の数年間は、同世代の 30～40% は就労に困難を経験するとされる (OECD, 2010)。こうした背景から、若年層を労働市場にスムーズに参入させるには、「学習 (learning) と仕事 (jobs) の間のギャップ (gulf) に橋を架ける」 (OECD, 2012) ことが課題としてひろく認識されている。

英国において、「職場における学習」の形態としてとして代表的なのが「徒弟制度」である。1994 年に「現代の徒弟制度 (Modern Apprenticeship)」として再注目されて以来、現在まで英国における職業訓練の主要な方策となっている。英国の徒弟制度は、中世のギルド制度などの商人・職人組織にまでさかのぼるとされる長い歴史をもつが、そのため一方では制度として必ずしも統一化されておらず、発展の経緯が異なり、資格としての基準も独自であり、その結果として相互の比較も困難なものとなっていた。そのため、1964 年の産業訓練法 (Industrial Training Act) と、それに基づき産業分野ごとに設置された産業訓練委員会 (Industrial Training Board: ITB) が主体となって、職業教育訓練の全体を統合・分類するフレームワーク構築の試みが始まることになった。1986 年には全国職業資格委員会 (National Council for Vocational Qualifications: NCVQ) が設立され、資格の標準化と質の確保を目的とした新たな職業資格として NVQ (National Vocational Qualifications) を導入し、さらに 1992 年には GNVQ (General National Vocational Qualifications) が導入されることになる。

こうして整備された NVQ の仕組みに代表される、職業資格の共通のフレームワークを構築し教育資格との対応関係を明らかにしようとする試みは、EU 全体としての欧州共通資格枠組み (EQF: European Qualifications Framework) に拡大している。義務教育修了に支援を必要とする (14 歳以上) 者を対象とするエントリーレベルから、そこから博士号取得レベルまでを連結した、レベル 1 からレベル 8 までの枠組みをすでに構築している。さらに EU ではすでに各国の国内資格をこの EQF に関連付けることを勧奨しており、

2012年以降の新資格はすべてEQFのレベルとリンクさせることになっている(岩田, 2010)。高等教育機関については、大学の学部がレベル4から6、修士課程がレベル7、博士課程がレベル8にそれぞれ対応しており、これが高等教育機関による職業教育訓練の基本枠組みになっている。

Ⅲ エセックス大学エッジ・ホテルスクールの教育モジュール

英国エセックス大学(University of Essex)は、エセックス州コルチェスター(Colchester)をメインキャンパスとする、学生数約12,000名、1964年創立の国立総合大学である。そのエセックス大学が2012年に新設したのがエッジ・ホテルスクール(Edge Hotel School)である。このホテルスクール新設には、高度職業教育訓練の新たな仕組みづくりの支援を目的としたエッジ財団(Edge Foundation)の資金援助があり、通年営業の4つ星ホテル(Wivenhoe House Hotel)が同時にキャンパス内に開業している。

ホテルスクールの学生は、このホテルにおいて調理を含むすべての部門の実務研修を受けるだけでなく、ホテルに隣接する教室棟での講義によって単位(module)を取得していく。カリキュラムとしての大きな特徴のひとつは、この講義と実務研修は通常、数週間単位の集中科目としてまとめられており、たとえば実務研修の期間は実務研修のみで講義科目は受講しない。実務と講義が同日には混在しないため、講義時間との調整を必要とせず、シフト勤務などより現実の勤務形態に近い実務研修が可能になっている。

エセックス大学の社会科学系の学部の多くは、3年間の修業年限を設けている。しかしホテルスクールでは学部は、この集中科目のローテーションというカリキュラムによって、入学後2年間でエセックス大学の学部学位(Bachelor of Arts)取得に到達する。大学の通常のカリキュラムでは各学年のモジュールは約8ヶ月で構成され、3学年では24ヶ月(8ヶ月×3学年)となっている。ホテルスクールでは、この24ヶ月を長期休暇を挟まずに学修することで、入学後2年間(24ヶ月)

での卒業を可能にしている。そのため、学生たちの帰属年次も「第1学年」「第2学年」ではなく、モジュールで表記される。すでに述べた欧州共通資格枠組み(EQF)に対応し、レベル4、レベル5、レベル6の学生として組織され、認識されている。

それぞれのレベルにおけるカリキュラムの内容¹⁾としては、以下のような6モジュールが用意されている。各レベルの単位数は合計120単位(credits)となっている。

レベル4(資料)

Delivering Hotel Operations 1	30単位
Delivering the Guest Experience 1	30単位
Hotel Operations 1	15単位
The Guest Experience 1	15単位
Industry Context 1	15単位
Professional and Personal Development 1	15単位

レベル5

Delivering Hotel Operations 2	30単位
Delivering the Guest Experience 2	30単位
Hotel Operations 2	15単位
The Guest Experience 2	15単位
Industry Context 2	15単位
Professional and Personal Development 2	15単位

レベル6

Hotel Operations 3	15単位
The Guest Experience 3	15単位
Industry Context 3	15単位
Professional and Personal Development 3	15単位
Consultancy Project	30単位
Dissertation	30単位

OECD諸国をはじめとして、「学校世界から職業世界への移行」、あるいは「学校における学習」と「職場における学習」の融合が課題としてひろく国際的に認識されるなか、エセックス大学エッジ・ホテルスクールの事例は、高等教育機関における職業教育訓練・実務教育の英国における新しい試みとして注目される。ことに英国の場合には「徒弟制度」の歴史があり、その現代版へのり

ニューアルを「職場における学習」の根幹としながら、職業教育訓練の新たな枠組みを構築しようとしている点が注目される。

注

- 1) 各モジュールの具体的内容については、資料としたレベル4のモジュールガイドを参照のこと。

文 献

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資料：エセックス大学エッジ・ホテルスクールの教育モジュール（レベル4）

Delivering Hotel Operations 1

Module Description

This module identifies and supports the development of your technical and professional skills within the various functions of the hotel operation. You will be supported in the application of effective teamwork recognising its importance in delivering excellent service to the guest.

Learning Outcomes

At the conclusion of this module you should be able to:

1. Demonstrate and reflect on the professional skills and knowledge required across the functions of hotel operations.
2. Demonstrate the accurate application of simple business calculations.
3. Understand and interpret the basic financial and management reports concerning efficient operations.
4. Demonstrate effective team working across hospitality operations.
5. Recognise good practice concerning contemporary environmental issues.
6. Conform to the requirements of the “Professional Code of Practice”.

Indicative Content

1. **Demonstrate and reflect on the professional skills and knowledge required across the functions of hotel operations**
 - Professional knowledge, skills and understanding in the relationships between the operational and guest services and the hotel support services
 - Food preparation and production for fine dining and brasserie operations
 - Kitchen operations
 - Food Service preparation
 - Restaurant Operations
 - Room Service Operations
 - Front and back office operations
 - Housekeeping and support functions
 - Butlers services
 - Concierge Services
 - The marketing function
 - Financial controls
 - Buying, purchasing and storing
2. **Demonstrate the accurate application of simple business calculations**
 - Simple business calculations e.g. material costs, labour costs, selling price, operational ratios

and unit costings

3. Understand and interpret the basic financial and management reports concerning efficient operations

- Cost behaviour and calculate costs and selling prices
- Interpreting basic financial documents

4. Demonstrate effective team working across hospitality operations

- Working within and understanding, role behaviour, benefits and barriers in developing an effective and successful team
- Developing the skills required for successful communication within a team and between teams

5. Recognise good practice concerning contemporary environmental issues

- Hospitality environmental issues

6. Conform to the requirements of the “Professional Code of Practice”

- Developing the skills required to work in a professional capacity within the hotel Industry
- Develop an understanding of the culture and ethos required to operate professionally to the highest levels of the industry

Teaching and Learning Approaches

Learning and teaching will take the shape of professional practice in all practical areas of the Wivenhoe House supported by the academic and professional practitioner’s feedback and expertise. Wivenhoe House will be used to contextualize theory and illustrate and develop professional practice. Group and /or individual tutorials will be used to support the development of the work based portfolio and on-line learning resources.

Delivering the Guest Experience¹

Module Description

This module will introduce you to the concept and importance of the centrality of the guest experience as fundamental to all activity within a hotel business. The module will provide you with the opportunity via the butler teams to conduct customer excellence within the various functions of the hotel operation, enabling you to acquire the practical skills which will support the understanding and knowledge gained from the module Introduction to the Guest Experience. You will be supported in the application of effective teamwork recognising its importance in delivering excellent service to the guest.

Learning Outcomes

At the conclusion of this module you should be able to:

1. Demonstrate and reflect on the professional skills and knowledge required across the guest service functions of hotel operations.
2. Demonstrate the actions required in identifying and meeting individual customer needs and requirements.
3. Respond to customer feedback in a professional and timely manner.
4. Demonstrate effective team working across hospitality operations providing customer excellence.
5. Demonstrate an awareness of contemporary environmental issues.
6. Conform to the requirements of the “Professional Code of Practice”.

Indicative Content

1. Demonstrate and reflect on the professional skills and knowledge required across the guest service functions of hotel operations.
 - The service ‘touch points’ in the guest experience
 - A guest service journey, from entrance to exit
 - Observing guests and collecting guest intelligence to improve guest service levels.
 - Exceeding guests expectations
 - Understanding and analysing the visual cues provided by the guest in the food and beverage environment
 - Identifying and understanding the relationship between the host and guest in the restaurant setting
 - Delivering appropriate food and beverage service styles to meet guests needs
 - Identifying and responding to a guest needs at the point of arrival, during their stay, and at the point of departure
 - Preparing, checking, delivering and processing guest bills in the appropriate manner
 - Identifying and providing a range of concierge services to meet the guests expectations
 - Identifying and analyzing the importance of the support functions and delivering guest satisfaction
 - Identifying and understanding the relationship between guest experiences, satisfaction and business objectives
2. Demonstrate the actions required in identifying and meeting individual customer needs and requirements.
 - Identify examples of best practice in identifying the meeting customer needs in a variety of hotel contexts
 - Understand how to implement best practice examples
 - Understand and practice the art of observation in recognizing customer needs

3. Respond to customer feedback in a professional and timely manner.
 - Identify industry best practice
 - Develop a range of approaches to respond to customer feedback
 - Implementation of customer feedback approaches
4. Demonstrate effective team working across hospitality operations providing customer excellence.
 - Working within and understanding, role behaviour, benefits and barriers in the developing an effective and successful team in meeting guest expectations
 - Developing the skills required for successful communication within a team and between teams and the transfer of guest intelligence in providing guest services
5. Demonstrate an awareness of contemporary environmental issues.
 - Contemporary hospitality environmental issues
 - Impacts and Implications
6. Conform to the requirements of the “Professional Code of Practice”.

Teaching and Learning Approaches

Learning and teaching will take place in all practical areas of the Wivenhoe House Hotel supported by the academic and professional practitioner’s feedback and expertise. Wivenhoe House Hotel will be used to contextualize theory and illustrate practice. Group and /or individual tutorials will be used to support the development of the work based portfolio.

Hotel Operations 1

Module Description

This module will enable you to acquire the understanding and knowledge of the operational characteristics of a high quality hotel business enabling the business to achieve its objectives. You will recognise the importance of effective teamwork as critical in delivering excellence to the guest. You will be introduced to the legal and regulatory context in which hotels operate, understand and use basic financial and costing skills and utilise relevant technology to enhance business performance.

Learning Outcomes

At the conclusion of this module you should be able to:

- Understand the key resources of a hotel operation.
- Evaluate the importance and significance of marketing, financial and human resource management functions within hotel operations.

- Identify and reflect on the importance of team working in effective hotel operations.
- Recognise and understand the range of legislation which impacts on hotel operations.

Indicative Content

1. Understand the key resources of a hotel operation

- Professional knowledge, skills and understanding in food and beverage, front of house and accommodation services.
- Professional knowledge, skills and understanding in hotel support services e.g. marketing, finance, human resources.
- Understand and interpret financial concepts e.g. profit, sales mix, volume of sales, cash flow and undertake simple calculations.
- Appreciate the importance of and interpret basic financial documents e.g. balance sheet, profit and loss. Calculate a simple profit and loss account.
- Understand cost behaviour and classification and calculate costs and selling prices.
- Calculate and interpret operational ratios.

2. Evaluate the importance and significance of marketing, financial and human resource management functions within hotel operations

- The interrelationship between the principle functions within the hotel.
- The functional roles of a different hotel departments
- An overview of the systems and processes used in hotels for the management of functions and resources
- The use of technology in hotel operational functions
- Environmental impact on hospitality

3. Identify and reflect on the importance of team working in effective hotel operations

- Examine the membership, role behaviour, benefits and barriers towards the development of effective and successful teams.
- Identify the importance of what makes successful communication within a team and between teams.

4. Recognise and understand the range of legislation which impacts on hotel operations.

- Describe the key legislation impacting on a hotel operation including:
 - Health and Safety,
 - Food Health and Safety
 - Licensing Legislation

Teaching and Learning Approaches

Learning and teaching will take the shape of professional practice supported by individual and group tutorials, tutor led seminars and Wivenhoe House will be used to contextualize theory and

illustrate practice. Self-managed learning will supplement seminars and tutorials and you will be provided with guidance on required reading and on-line learning resources.

The Guest Experience 1

Module Description

This module will introduce you to the concept and importance of the centrality of the guest experience as fundamental to all activity within a hotel business. You will understand the different types of guest and factors that will influence their behaviour and expectations. The module will identify the components of effective guest relationships enabling you to develop the knowledge required to effectively deliver customer excellence.

Learning Outcomes

At the conclusion of this module you should be able to:

- Understand different types of guest and the reasons they may have for choosing a hotel.
- Evaluate the guest expectations.
- Understand the significance of guest feedback and interpret the data collected making recommendations to improve the guest experience.
- Understand the importance of guest loyalty to the business and how this can be enhanced.

Indicative Content

1. Understand different types of guest and the reasons they may have for choosing a hotel.

- Influences on guest expectations including
- Advertising, brochures, web-sites, previous experiences.
- Business and leisure guests, attendees at functions and events
- Guest service – the difference between product and service expectations

2. Evaluate the guest expectations.

- Guests perception of the hotel and expectations created
- A quality value relationship based on external image created
- Expectations created through word-of-mouth, website intermediaries, direct advertising and customer relationships already established
- How to determine guest expectations – listening skills, non-verbal communication. What is important to the guest and why?
- Environmental impact on hospitality

3. Understand the significance of guest feedback and interpret the data collected making recommendations to improve the guest experience.

- Delivering the guest experience - factors in determining the quality of the guest experience
- Formal feedback mechanisms and processes including, Guest comments, questionnaires online and face-to-face
- Informal feedback mechanisms including verbal and visual cues, informal verbal feedback, the use of online intermediaries such as trip advisor
- Collation and triangulation of feedback from different sources
- Reporting and management actions on the basis of interpretation of data

4. Understand the importance of guest loyalty to the business and how this can be enhanced.

- The centrality of the guest and the concept of the guest as the key driver of the business.
- Market segmentation e.g. socio demographic, business, family
- Value of loyalty in terms of repeat business, costs of attracting new business
- Power of word-of-mouth referrals
- Nature of market segmentation by different type of guest, eg. Business travelers and leisure guests.
- Exceeding guest expectation and the impact on guest loyalty

Teaching and Learning Approaches

Learning and teaching will take the shape of professional practice in all practical areas of the Wivenhoe House supported by the academic and professional practitioner's feedback and expertise. Wivenhoe House will be used to contextualize theory and illustrate and develop professional practice. Group and /or individual tutorials will be used to support the development of the work based portfolio and on-line learning resources.

Industry Context 1

Module Description

This module will enable you to appreciate the history and culture of hotels and hospitality and to understand the factors in the external environment, which influenced the emergence of the important and diverse industry of today. The module will explain the economic profile of the hotel and hospitality industry and the issues and trends which continue to provide challenges e.g. skills gaps, proliferation of small businesses. You will be encouraged to monitor developments in the hotel and hospitality industry as it continues to change and progress, while taking an active part in the industry activities.

Learning Outcomes

At the conclusion of this module you should be able to:

1. Demonstrate an understanding of the profile, characteristics, size and structure of the hotel and hospitality industry.
2. Have an understanding of different types of business enterprise and the legal and regulatory framework that impacts on hotel and hospitality businesses.
3. Demonstrate a broad understanding of the centrality of the guest in influencing the diversity of hotel and hospitality organisations.
4. Consider and interpret the issues currently challenging the hotel industry.

Indicative Content

1. **Demonstrate an understanding of the profile, characteristics, size and structure of the hotel and hospitality industry.**
 - Size of the UK and industry e.g.
 - Turnover, number of outlets, numbers employed, economic value of industry; diversity of the hotel industry e.g. products and services, type of customer, ownership.
 - History of the hotel industry and significant people in its development as an international business e.g. Cesar Ritz, Conrad Hilton.
2. **Have an understanding of different types of business enterprise and the legal and regulatory framework that impacts on hotel and hospitality businesses.**
 - Characteristics and trends – predominantly SMEs, part-time-staff, young age profile, wage issues, inconsistent industry approach to training.
 - Types of business enterprise e.g. sole trader, partnership, limited liability companies.
3. **Demonstrate a broad understanding of the centrality of the guest in influencing the diversity of hotel and hospitality organisations.**
 - Organisations and markets (guests) – issues of demand and supply.
4. **Consider and interpret the issues currently challenging the hotel industry**
 - Understand the main components of the external hotel business environment and the importance of continuous scanning in order to identify changes likely to impact upon it.
 - External factors impacting on hotel businesses e.g. socio-cultural, economic, political, technological, environmental, local, regional and global influences.

Teaching and Learning Approaches

Learning and teaching will take the shape of professional practice supported by individual and group tutorials, tutor led seminars and Wivenhoe House will be used to contextualize theory and illustrate practice. Self-managed learning will supplement seminars and tutorials and you will be provided with guidance on required reading and on-line learning resources

Professional and Personal Development 1

Module Description

This module will introduce you to concepts and techniques of independent learning and professional development. You will develop the skills and knowledge to reflect on your personal effectiveness both academically and practically and be encouraged to monitor and review your progress in improving their individual performance within the practical environment.

Learning Outcomes

At the conclusion of this module the student practitioner should be able to:

1. Demonstrate the ability to reflect on and develop personal attributes of professional effectiveness.
2. Utilise effectively academic skills, and identify sources of additional support for study skills.
3. Evaluate personal strengths, weaknesses and areas for development.
4. Regularly monitor and review progress against individual performance goals

Indicative Content

1. Demonstrate the ability to reflect on and develop personal attributes of professional effectiveness

- Kolb's learning cycle, individual learning styles and diagnostic tools e.g. Honey and Mumford to identify preferred individual learning style and implications for information delivery methods and effective learning.
- Work based learning and the relevance and importance of collecting, analysing and assessing evidence for the Professional Development Portfolio
- Understanding the theatre of hospitality 'performance'.
- Developing a professional career development path
- Reflective skills – maintaining the personal professional journal to regularly review personal progress.

2. Utilise effectively academic skills, and identify sources of additional support for study skills

- Effective reading techniques including strategies for memorising and retaining key points.
- Effective writing techniques including essay and report writing, note-taking.
- Effective Presentation skills
- Where and how to access and research information including use of World Wide Web; comparing the validity of information sources.
- Where to find additional support.

3. Evaluate personal strengths, weaknesses and areas for development

- Self-assessments
- Strengths and weaknesses

- Developing a personal development plan

4. Regularly monitor and review progress against individual performance goals

- Personal organisation, time management, personal appearance, honesty, team-working, individual working, communication skills.

Teaching and Learning Approaches

Learning and teaching will take the shape of professional practice in all practical areas of the Wivenhoe House supported by the academic and professional practitioner's feedback and expertise. Wivenhoe House will be used to contextualize theory and illustrate and develop professional practice. Group and /or individual tutorials will be used to support the development of the work based portfolio. and on-line learning resources