

## Corrective Action

Real control goes beyond the checking of work which has been performed. Unless corrective action is taken when standards are not met, the process will amount to little more than a historical record.

As soon as an unfavourable deviation from standard is detected, the causes of the trouble should be investigated. The difficulty may be due to a lack of supplies, a breakdown of machinery, etc. In such situations the executive should take any' immediate steps, which are possible, to remove any obstructions. This is absolutely essential in the hotel and catering industry, where sales are lost forever if these hindrances cause delays in the provision of service. Goods can be stored, while accommodation, when empty, loses revenue.

At other times, the difficulty will be personal in nature, eg. if it is only a simple misunderstanding, a failure in human communication. This may be easily corrected. More troublesome is inadequate training of the persons who are assigned to do the work. In such cases help *is* provided for the person until he or she has received the training which he or she needs.

All too often, the gap between performance and the standard reflects a lack of effort. The person may be able to do the work, he may understand what is required, and the operating situation may be satisfactory, but the needed incentive is lacking. This, then calls for additional motivation by the manager.

Corrective action sometimes leads to a revision of plans. The check on operating conditions and on selection, training, direction and motivation of the operators may reveal that the standards themselves are unrealistic. If control is to have any meaning in the future such standards should be revised. Also, the delay in work may have become so serious that schedules need to be revised, or customers notified. These changes of plans should give operators and executives a new set of standards that are reasonable criteria for future actions.

