

BMIH4010

Hotel & Hospitality Management

Personnel Resourcing and Development

Week 5 – Recruitment and Selection



HOSPITALITY
AND
TOURISM
MANAGEMENT



Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales



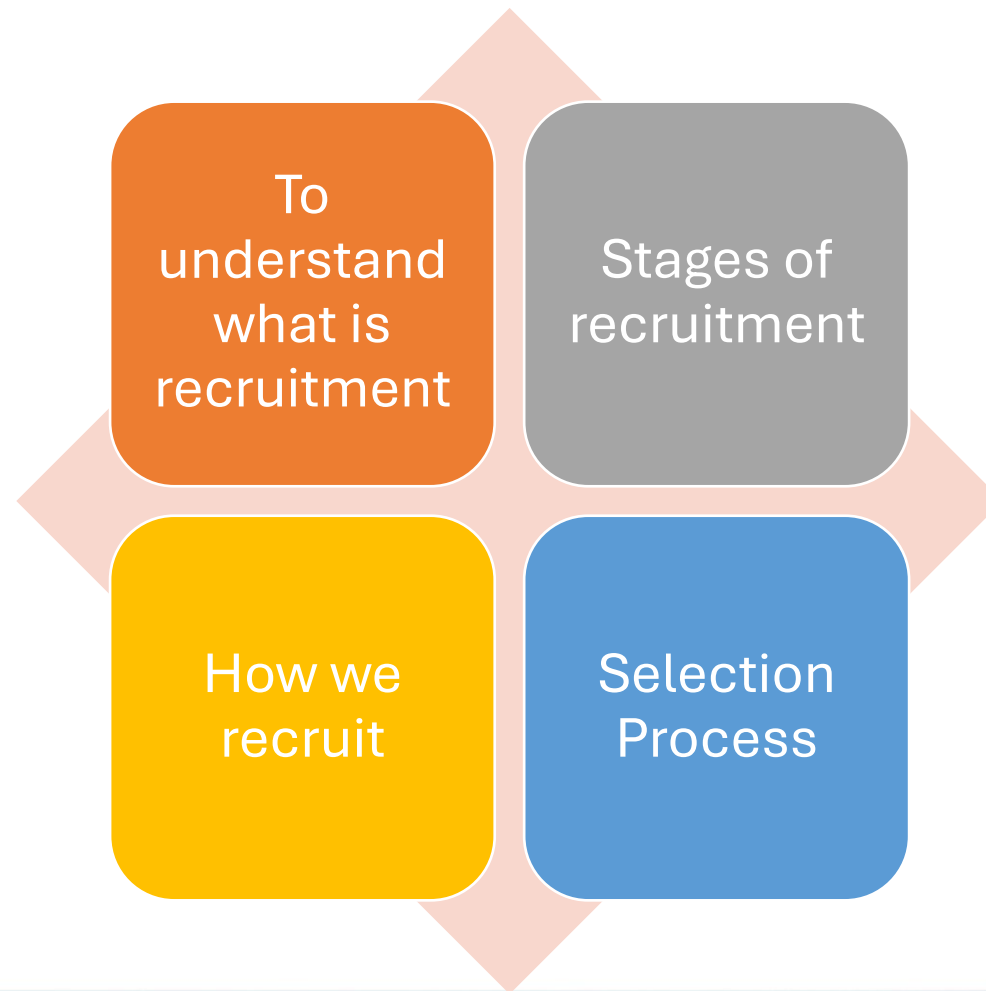
Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Recap from last week!

- **PESTLE Analysis**
- **SWOT Analysis**

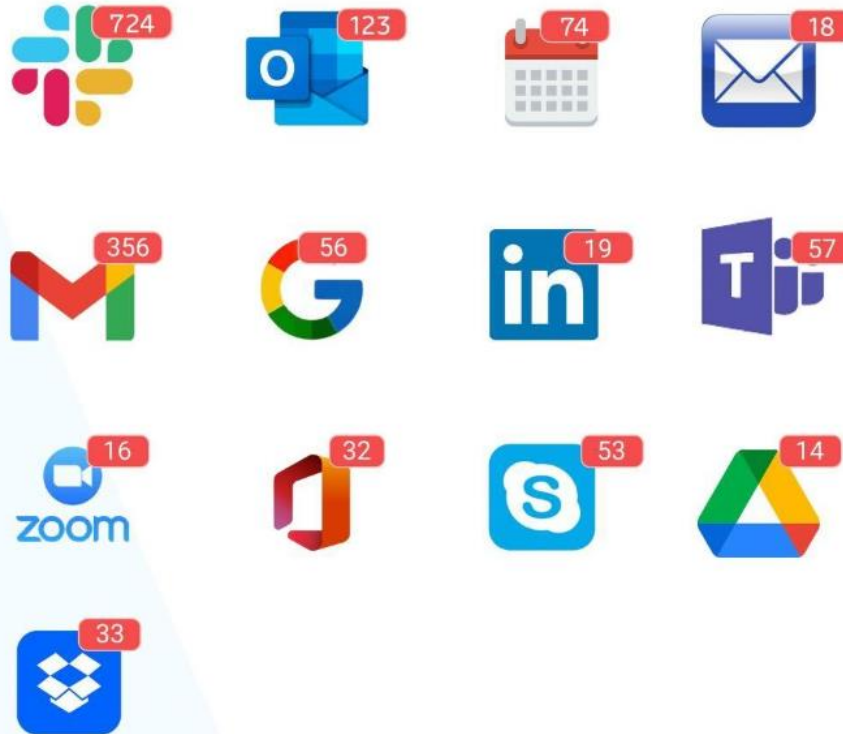


Aims





What is it like
to work in HR:



What is recruitment?

- Recruitment and resourcing involve **attracting** and **selecting** individuals into a job role.
- Recruiting the right individuals is crucial for organisations who need people with the right skills and capabilities to deliver their goals. It's a critical activity, **not just for the HR team** but also for line managers who are increasingly involved in the selection process.
- The length and complexity of the recruitment process will vary depending on an organisation's size and resources. However, each of the following stages should be present:
 - Defining the role.
 - Attracting applicants.
 - Managing the application and selection process.
 - Making the appointment.

TALENT NEEDED



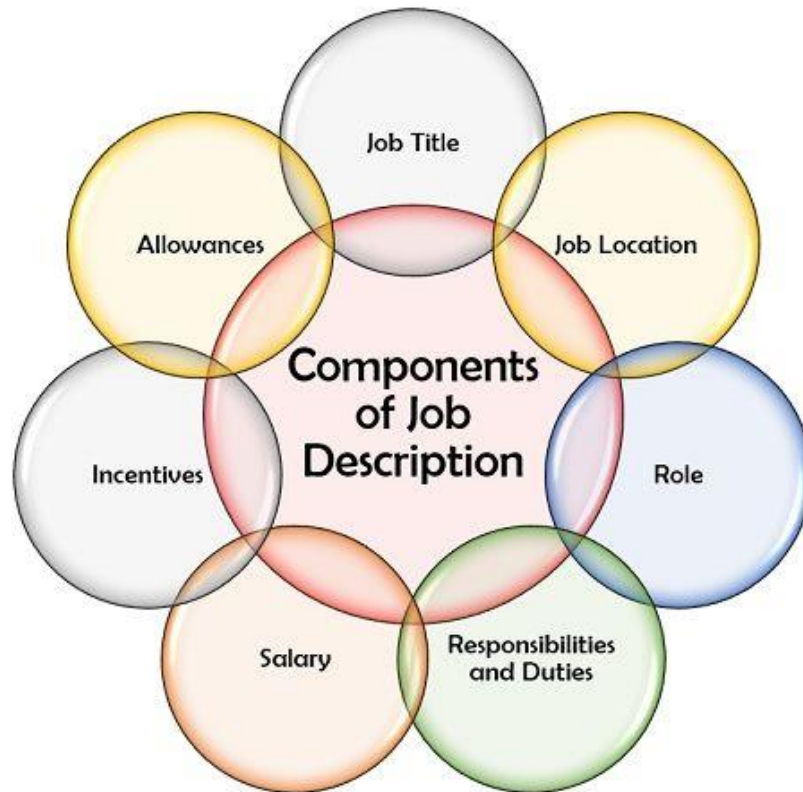
Job Analysis

The first step is to spend time gathering information about a job from a variety of sources, whether the position already exists or is new. This analysis provides the information needed for the job description and person specification. It should include:

- The job's purpose and what duties are involved.
- How and where it could be carried out.
- What roles would be expected of the jobholder.
- How it fits into the organisations' structure.

Job Description

What does this include?



- Job Title
- Responsible To
- In Charge of
- Duties – work that needs to
- Be achieved
- And more!
- Variety of formats from simple to comprehensive to structured

Person Specification

- A person specification (or job profile) states the necessary and desirable criteria for selection.
- Increasingly such specifications are based on a set of competencies identified as necessary for the performance of the job.
- Competency frameworks (Core/technical/Behavior) may be substituted for job or person specifications, but these should include an indication of roles and responsibilities.





How do we recruit?

Discuss and provide examples of the advantages and disadvantages of each method

Examples: Recruitment Sources



Example



The Swan Hotel 4 ★

Chef

Kington, Herefordshire, West Midlands, England



Easy Apply

About us

The Swan Hotel is a small business in Kington, HR5 3AZ. We are professional and agile. We are looking for professional and hardworking individual.

Our work environment includes:

- Food provided
- Growth opportunities

We are looking for an experienced Chef to join our team and help create delicious meals for our customers. The ideal candidate for this position will have a passion for cooking, be creative and have a good understanding of the principles of food preparation. The successful candidate will be able to work independently and as part of a team, have excellent communication skills, and be able to work in a fast-paced environment.

Responsibilities:

- Have knowledge of various cooking techniques.
- Prepare meals and side dishes according to customers' needs and preferences.
- Ensure that all food is cooked and prepared in a timely manner

Sample

Career Opportunities: Floor Supervisor Housekeeping (166317)

Requisition ID 166317 - Posted 11/08/2023 - United Kingdom - Shangri-La Hotel, At The Shard, London - Rooms - Permanent

[Job Descr](#)

Apply

Save Job

Email Job to Friend

Floor Supervisor Housekeeping

Do you have high attention to detail? Do you take immense pride in your working environment?

We have a great opportunity for a Floor Supervisor to join our Housekeeping department. You will be responsible for ensuring all guestrooms & floor areas are cleaned, maintained, and pressed to the standards of excellence by Shangri-La. You will deliver all requests aligned with our excellent service promise. The same care should be extended to all areas of the hotel, from heart of house. Floor supervisors are required to manage their team according to the Shangri-La values ensuring each team member is focused on delivering Shangri-La guest experience. You will be a gatekeeper in handling guest enquiries and requests through any means.

Does this sound like you?

- A pleasant & welcoming manner
- Intermediate, conversational fluency in English
- Relevant experience within a similar environment
- Supervisory experience
- Experience using KNOWCROSS software
- Ability to lift heavy items or move furniture which is essential for room checks
- Ability to be on your feet for long hours
- Flexibility, reliability, and adaptability
- Confidence and comfort with heights while working inside a high-rise building

Who are we?

The Shangri-La Hotel London is located in the Shard, Western Europe's tallest building. We are the first elevated luxury hotel in the city, bringing our roots in Asian hospitality to the West. Our guestrooms and suites – located throughout levels 34 & 52 of The Shard; with unparalleled views across London, the hotel features several signature dining venues & three river-facing event spaces. In London's most historic area, the hotel is nearby the financial hubs of the City and Canary Wharf as well as key tourist attractions such as Tate Modern, the Tower of London, St. Paul's Cathedral, Shakespeare's Globe and Borough Market.

In joining the Shangri-La Hotel London we will offer you an array of exclusive benefits and lifestyle options such as but not limited to:

- Competitive and generous pension contribution scheme
- 50% discounts in our exclusive award-winning luxury Restaurants and Bars
- Yearly "Tastecard membership"
- Complimentary dining whilst at work
- Complimentary dry-cleaning service for your work attire

Source : [Welcome: Shangri-La Group](#)

Example

Responsibilities:

- Have knowledge of various cooking techniques.
- Prepare meals and side dishes according to customers' needs and preferences.
- Ensure that all food is cooked and prepared in a timely manner.
- Keep kitchen area clean and organized.
- Be able to explain dishes to wait staff and customers.

Job Types:

- Permanent, Full-time

Salary:

- £12.00-£13.00 per hour

Work Location:

- In person

Benefits:

- Company pension
- Employee discount
- Free parking

Schedule:

- Day shift
- Overtime
- Weekend availability

Supplemental pay types:

- Bonus scheme
- Tips
- Yearly bonus

Ability to commute/relocate:

- Kington, HR5 3AZ: reliably commute or plan to relocate before starting work (required)



Activity

- Using the examples in the previous slides, please write Job specifications and requirements of a hotel manager;
 - Job Specification
 - Requirements



Recruitment

- The majority (84%) of UK job applicants said they judge a company based on the process it uses for recruitment.
- The research also found 43% of job applicants don't want the recruitment process to be completely [automated](#) and instead want a [human touch](#).
- Do you prefer automated or human contact during recruitment?



Internal Recruiting

Advantages:

- Can be cost efficient- Vacancy filled, Expenses, Training
- Candidates are known to the organisation- skills, attitude
- Candidates are familiar with organisation culture
- Internal promotion may provide motivation to staff



Internal Recruiting



Disadvantages:

- Internal candidates not successful maybe resentful-become unproductive, de-motivated
- New lower-level vacancy created
- No new 'blood' - May lead to stagnation of ideas and approaches within the business
- Skills Gap
- Inability to find appropriate people/limited pool
- Political in-fighting
- Need for strong and frequent/constant T&D programs
- Can lead to de-motivation of existing staff
- Gaps in workforce



10% of our time
recruiting
90% of our time
making up for our
mistakes in
recruiting.



RECRUITMENT

Question:
What mistakes
do we make in
recruitment?



Job advertisements – what might we include?



Organisation don't just recruit for the sake of it...



What factors contribute to planning?

Figure 1: Some factors contributing to the need for workforce planning

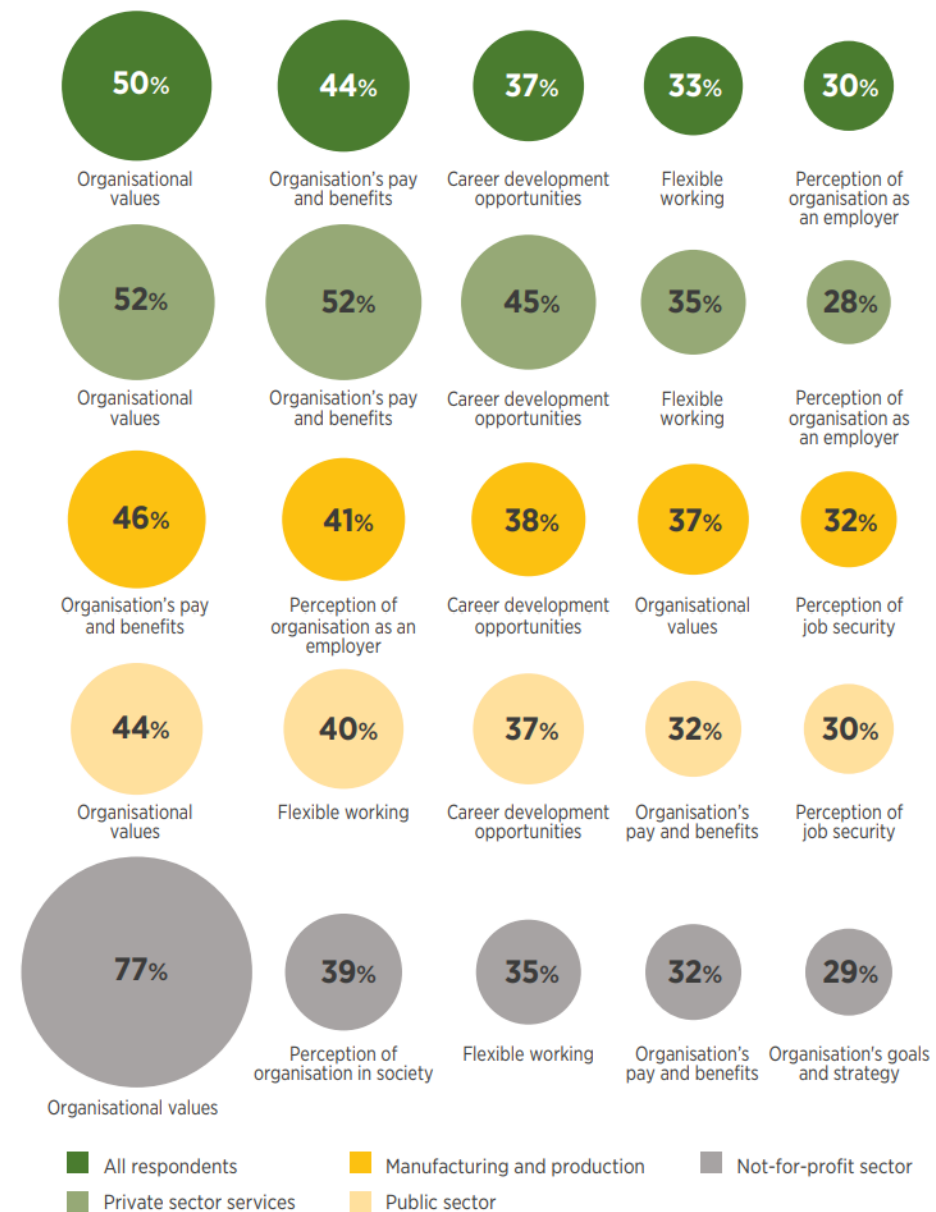


What do we look for when planning?

Figure 8: Five 'rights' of workforce planning

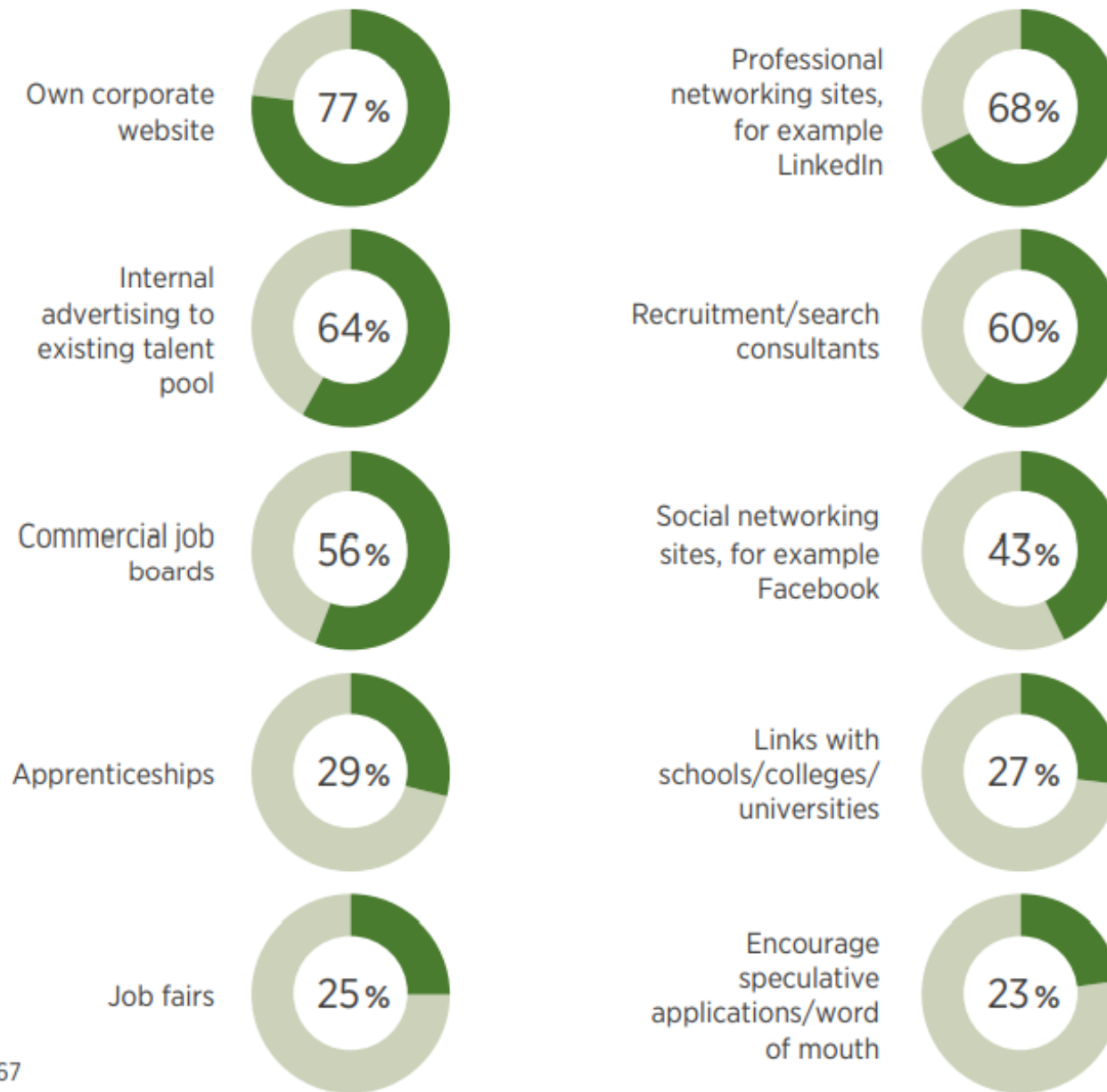


Figure 7: Top 5 most important elements of employer brand for attracting candidates (%)



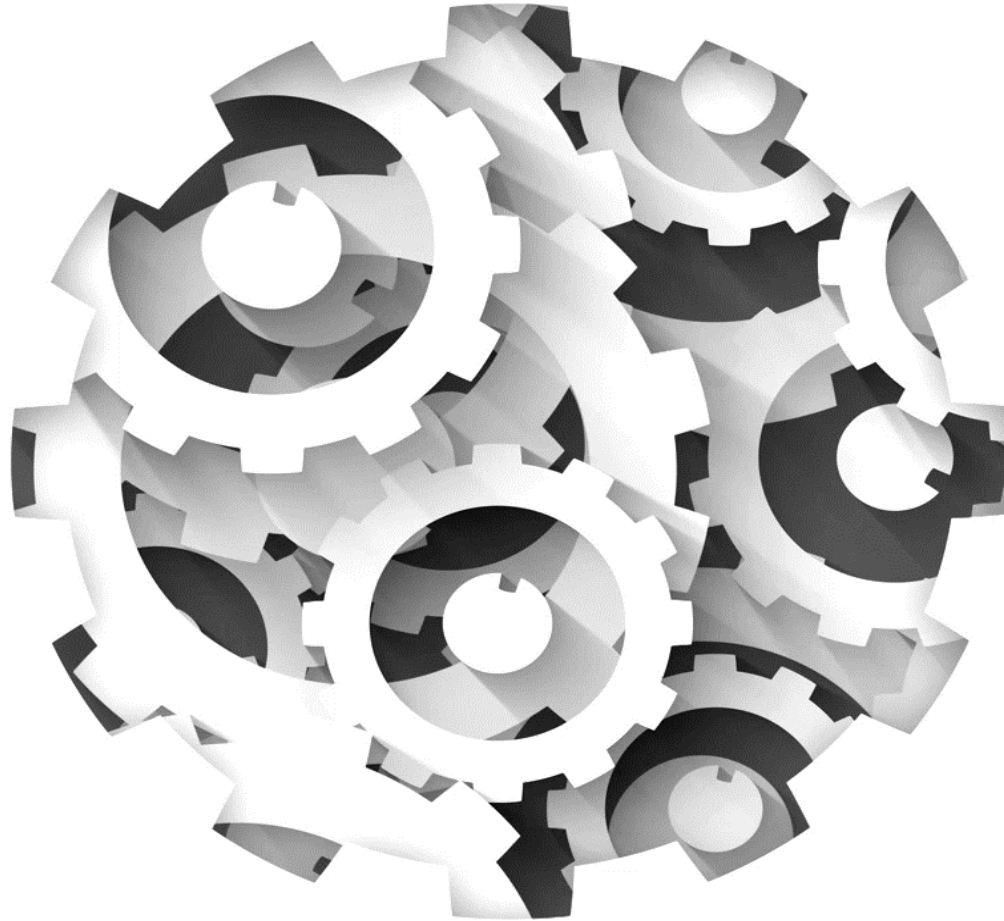
Base: n=506. Respondents could select up to three options.

Figure 8: Top 10 effective attraction methods in the last 12 months (%)



Base: n=567

Selection Process



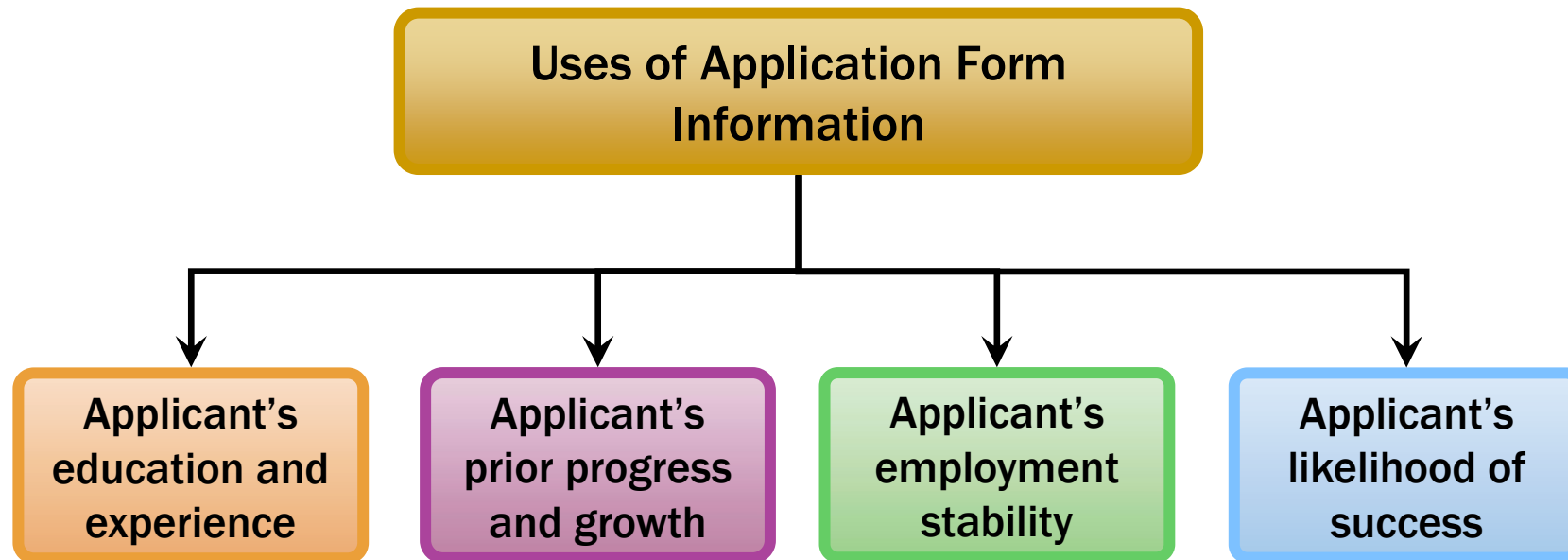
Recruiting for diversity



- Important to attempt to achieve a representative cross section of the population in recruitment pools:
- Remember the Equality Act, (2010) and the 9 Protected characteristics.

Developing and Using Application Forms

Why use applications/ CVs?



CVs and Resumes

Question: What is
included in your CV?



Unconscious bias: Stereotypical hiring practices. | Gail Tolstoi-Miller



Weakness of Interviewing

- **Self-fulfilling prophecy effect** - Interviewers may ask questions designed to confirm initial impressions of candidates gained either before the interview or in its early stages.
- **Stereotyping effect** - Interviewers sometimes assume that characteristics are typical of members of a particular group. In the case of sex, race, disability, marital status or ex-offenders, decisions made on this basis are often illegal. However, the effect occurs in the case of all kinds of social groups.
- **Halo and horns effect** - Once interviewers rate candidates as 'good' or 'bad' in some aspects, they often replicate this judgement across the board, reaching unbalanced decisions.
- **Contrast effect** - Interviewers can allow the experience of interviewing one candidate to affect the way they interview others who are seen later in the selection process.
- **Similar-to-me effect** - Interviewers sometimes give preference to candidates they perceive as having a similar background, career history, personality or attitudes to themselves.
- **Personal liking effect** - Interviewers may make decisions on the basis of whether they personally like or dislike the candidate.

Artificial Intelligence: The Robots Are Now Hiring



How artificial intelligence and machine learning are used in hiring and recruiting | ZDNET

For two weeks time, look at the following technologies that are being used in recruitment:

- Talent sourcing
- Candidate engagement
- Prospective employee assessment and selection

Assignment Overview

(T-minus 14 days)

Recommended Structure

1. Cover Page (module, name, student number, tutors name)
2. Task (Element 1)
 - Job Advertisement
 - **PESTLE** Analysis
3. Task (Element 2)
 - Onboarding
 - Development
 - SWOT analysis
4. Conclusion
5. References
6. Appendices (?)
 - **PESTLE** Analysis
 - Onboarding Itinerary
 - SWOT Analysis



Today's Recap:

- To understand what is recruitment
- Stages of recruitment
- How we recruit
- Selection Process

Suggestions for this week:

- Log into Moodle and recap on the slides we went through today.
- Continue to work on Assessment 1.

Recap and Suggestions



Further reading...

- [Staff anxiety the biggest coronavirus challenge for businesses, survey finds \(peoplemanagement.co.uk\)](#)
- [How can HR support working parents during lockdown? \(peoplemanagement.co.uk\)](#)
- [Coronavirus: HR and facilities teams must work together to keep workplaces hygienic \(peoplemanagement.co.uk\)](#)

- Swansea Field Trip!
- Please meet at the Marriott for 09:30am to walk over the Swansea Arena.

Next Week!



References

- LANCASTER, A (2019) *Driving performance through learning*. London: Kogan Page
- KENNER, M. (2018) [Businesses must embrace brain-friendly learning, says neuroleadership expert](#). *People Management* (online). 22 January
- [HR Magazine - Is engagement fact or fiction?](#)
- E. Pulakos, R. Mueller-Hanson, R. O’Leary, and M. Meyrowitz, *Building a High-Performance Culture: A Fresh Look at Performance Management* (Alexandria, VA: SHRM Foundation, 2012); H. Aguinis, “An Expanded View of Performance Management,” in J. W. Smith and M. London (eds.), *Performance Management* (San Francisco: Jossey-Bass, 2009), pp. 1–43; and J. Russell and L. Russell, “Talk Me through It: The Next Level of Performance Management,” *T + D*, April 2010, pp. 42–48.
- R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M. (2018) *Human Resource Management: Gaining Competitive Advantage*. 13th Edition, McGraw-Hill, Boston.

I look forward to seeing
you next week.

If you have any questions
in the meantime, please
send an email from your
student account.

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