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Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Hospitality & Hotel Management Level 4



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BMIH4010 / BMIH4010D Personnel Resourcing and Development Week Five

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An Effective Job Advertisement

Question:

What should be included in an effective job advertisement?



Employee Engagement

Question:
What makes us engaged
employees?





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Abraham Maslow Hierarchy of Needs

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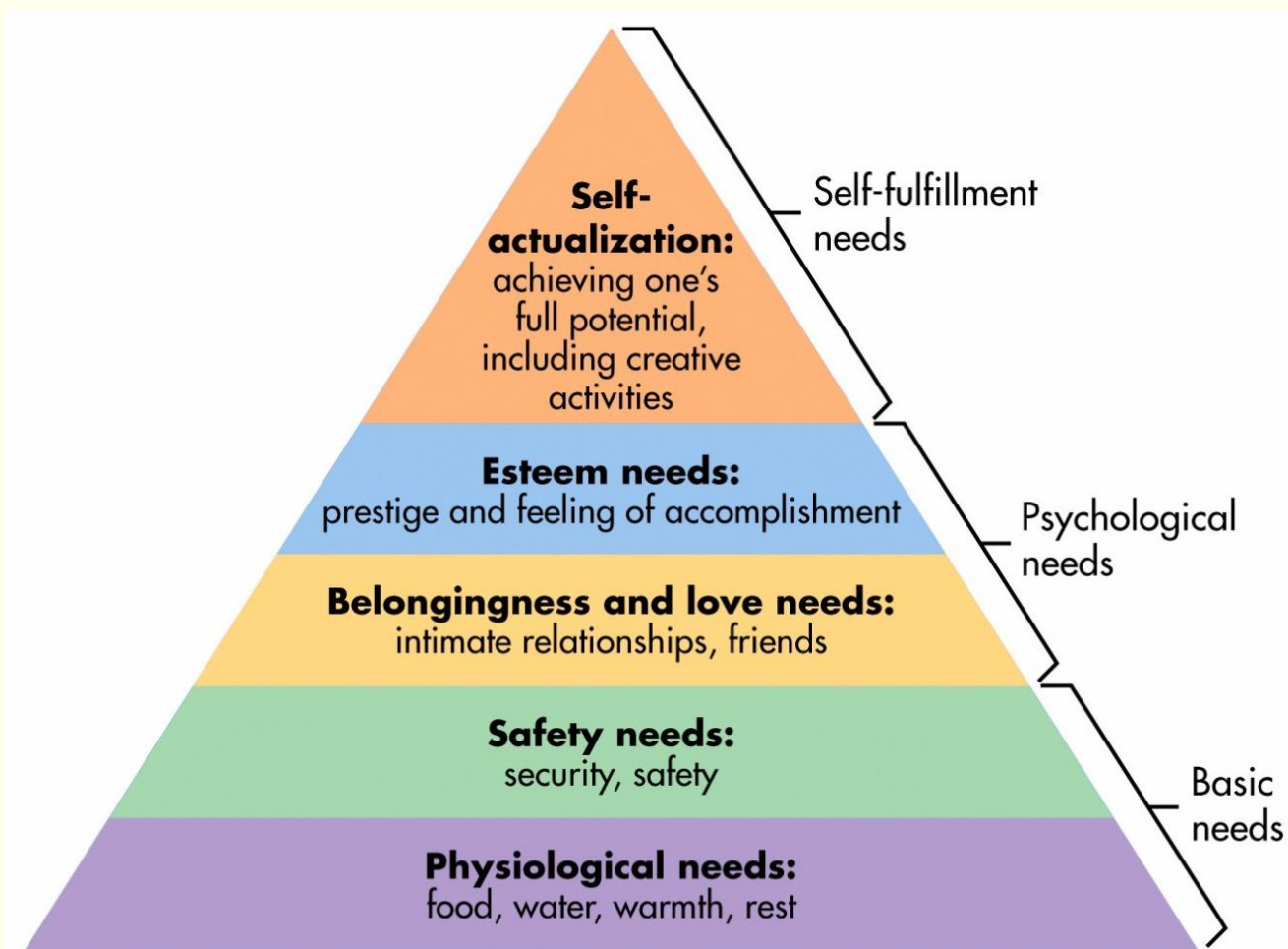
Hierarchy of Needs

Abraham Maslow

The Most Influential Psychologist
of 20 Century.



Maslow's Hierarchy of Needs



Maslow's Hierarchy of Needs



<https://www.bing.com/videos/riverview/relatedvideo?&q=maslows+hierarchy+of+needs+employees+hotels&&mid=66DDDC977623DE758DA566DDDC977623DE758DA5&&mcid=7B546980A69B49F59DE938C29DCFE624&FORM=VRDGAR>



Rank from 1-10 the attributes that influence your choice of work

- Pay and benefits
- Form of employment
- (Full-Time Part-time....)
- Work-life balance
- Job design and nature of work
- Relationships at work
- Employee voice
- Job satisfaction
- Health and safety
- Career Prospect
- Equal opportunities and fair treatment



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Employee Wellbeing

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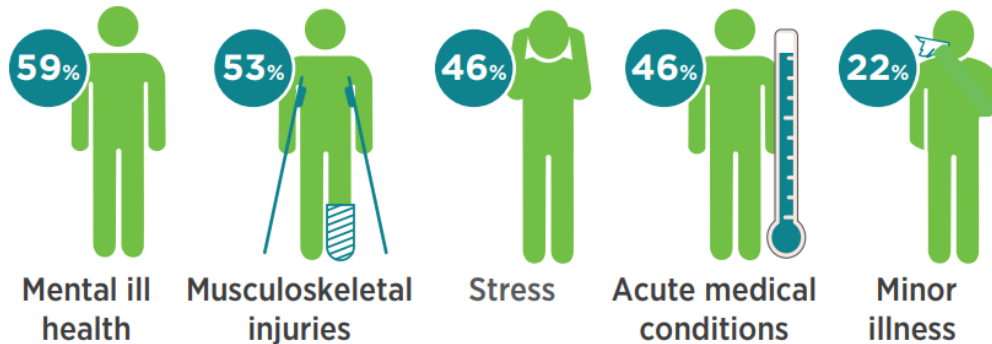
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Engagement and Wellbeing

One thing that's clear in academic literature is that employee engagement is seen as a psychological state experienced by employees. It should be seen as different from job quality, employee behaviour or management action" (CIPD, 2021)

Long-term absence

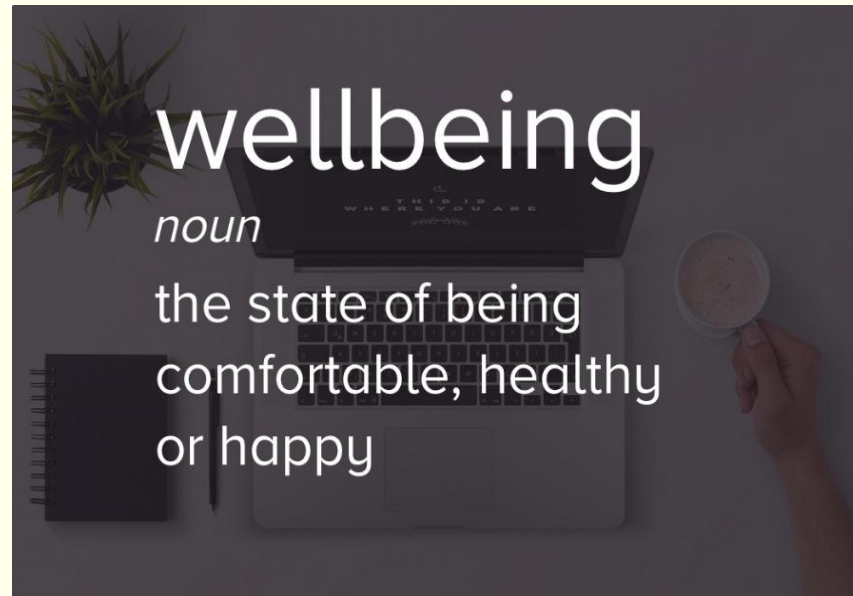
The most common causes are:



Question:
What does wellbeing mean to
you?

Wellbeing

QUESTION:
What have companies
introduced to support
employees?



Quiz Time

1. How many million days of sickness are lost in a year (in the UK)?
2. How many million days lost are due to minor illness?
3. How many million days lost are due to musculoskeletal problems?
4. How many million days lost are due stress, anxiety and depression?



Wellbeing



(Gov.uk,2019)

However, around 185.6 million working days were lost to sickness or injury in the UK in 2022, which was a record high



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The Zinger model of Employee Engagement

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The Zinger Model of Employee Engagement



The Pyramid of Employee Engagement Actions for Managers

- David Zinger, Canadian psychologist
- Focuses on bottom to top management
- 10 Essential actions

The Bottom Row: The Necessities



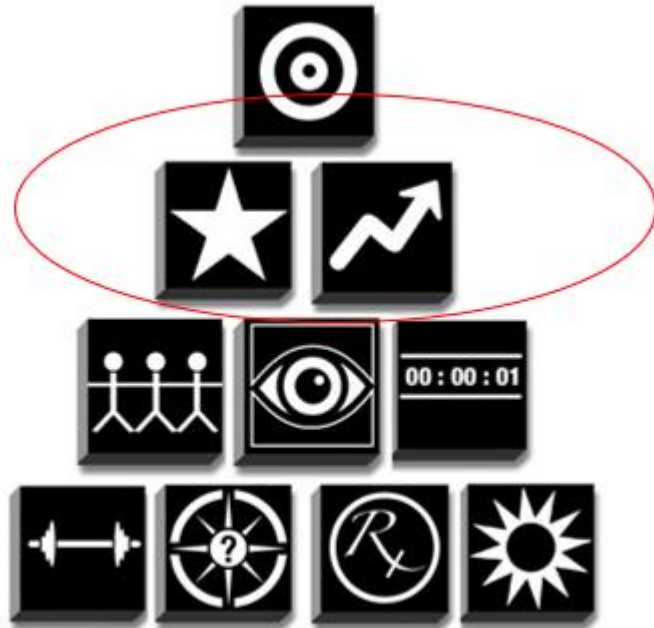
- Enhance Wellbeing
- Enliven Energy
- Make Meaning
- Leverage Strengths

Second Row: Uniting The Company



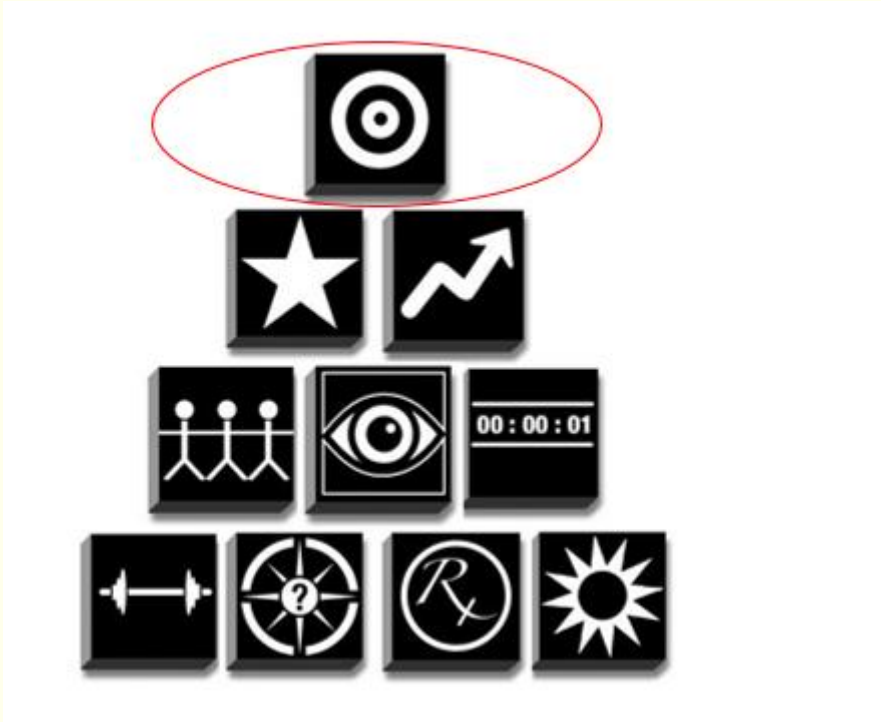
- Build Relationships
- Foster Recognition
- Master Moments

Third Row: Boosting Performance



- Maximise Performance
- Mark Progress

The Top : Achieving Results



- The End Goal

Application of the Zinger Model

The Bottom Row: The Necessities



- Enhance Wellbeing
- Enliven Energy
- Make Meaning
- Leverage Strengths

Second Row: Uniting The Company



- Build Relationships
- Foster Recognition
- Master Moments



- Apply the Zinger model to the Googleplex

Third Row: Boosting Performance



- Maximise Performance
- Mark Progress

The Top : Achieving Results



- The End Goal

Application to Assessment

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Assessment One

Portfolio: 2 Elements - 1500 words (+/- 10%)

Task (Element 1):

A job vacancy has opened at the Delta by Marriott, where they are looking to attract a talented individual to apply and potentially interview for the job if their qualifications seem like a good match. Acting as a HR professional for the Delta By Marriott, come up with and construct a job advertisement suited for the role as **Hotel Manager**. The job advertisement must include an honest, detailed description that can attract talent with the right skills and experience to fulfil the duties of the role. Also, through some of the factors of a PESTLE analysis, highlight what the main **Social, Technological, Environmental** and **Legal** considerations throughout the recruitment process.

Task (Element 2)

Following the recruitment of a new Hotel Manager at the Delta by Marriott, provide in detail what the '**Onboarding**' process will look like from the first step to the last. Following on from the onboarding process and the employee has settled in their role, they are now looking at ways to get better. Implement strategies that you can put in place to aid the '**Development**' for the employee. Provide evidence of live industry examples. You also must identify through a **SWOT** analysis, the strengths, weaknesses, opportunities and threats regarding this process.

Assessment One

Social

- Also known as socio-cultural factors, are the areas that involve the shared belief and attitudes of the population.
- These factors include –age distribution, health consciousness/flexible working, career attitudes and so on.
- It is important that HRM keep up with changing behaviours such as the increase in social media usage for effective recruitment channels to target the right demographic.



Assessment One

Technological

- Over the last 10 years, changes in technology have massively impacted every industry and the degree and speed that this will occur in the future is only going to increase.
- Examples of how technology is used in human resource management:
 1. Employee Management & Talent Management
 2. Employee Engagement & Employee Management
 3. Training and Development
 4. **Recruitment & Selection**
 5. Employee Scheduling and Tracking
 6. Documentation
- However, you should keep in mind that technological breakthroughs can't compete with humans. Some roles and tasks are better off done by humans. While this is true, technology is still important to businesses.



Assessment One

Environmental

- The environment has become important due to the increasing scarcity of raw materials, pollution targets, doing business as an ethical and sustainable company, carbon footprint targets set by governments (this is a good example where one factor could be classed as political and environmental at the same time).
- More and more consumers are demanding that the products they buy are sourced ethically, and if possible, from a sustainable source.
- (Marriott and their sustainable agenda with the Serve 360 programme)
- Hotels are:
 - Reducing carbon footprint
 - Saving money on operational expenses
 - Protecting the environment



Assessment One

Legal

- Health and Safety, equal opportunities, advertising standards, consumer rights and laws, product labelling and product safety.
- Important for companies to know what is not legal in order to trade successfully.
- Employment Law
- If an organisation trades globally this becomes more difficult as each country has its own set of rules and regulations.



Assessment One

Example (In relation to Assessment One – Element 1)

Social • Diverse workforce. • Different generations working together.	Technological • Scheduling software's. • AI? • Video conferencing
Environmental • Where does the interview take place? • Does having a 'green' image enhance the organisation's image for talent (Gen Z)?	Legal • Discrimination (Employment law) • How about the interview itself and how questions are worded.

Assessment One: Element Two

Task (Element 2)

Following the recruitment of a new Hotel Manager at the Delta by Marriott, provide in detail what the '**Onboarding**' process will look like from the first step to the last. Following on from the onboarding process and the employee has settled in their role, they are now looking at ways to get better. Implement strategies that you can put in place to aid the '**Development**' for the employee. Provide evidence of live industry examples. You also must identify through a **SWOT** analysis, the strengths, weaknesses, opportunities and threats regarding this process.

Strengths

Question: What are the strengths regarding the onboarding and development process?

- Better employee experience
- Higher employee engagement
- Better employee retention
- Stronger company culture
- Increased productivity
- Better business outcomes
- Easier talent attraction
- Leadership
- Communication
- Mentoring



Weaknesses

Question: What are the weaknesses regarding the onboarding and development process?



- Misleading job descriptions
- Little to no pre-boarding (turn up day 1 with no paperwork completed)
- Neglecting feedback
- Providing quality information for new employees
- Establishing goals and expectations
- Giving too much information too quickly
- Staying consistent
- Addressing cultural and generational differences
- Lack of opportunity / no clear direction
- No development opportunities in place or lack of
- Unsupportive managers
- Lack of communication
- Resource limitations

Opportunities

Question: What are the opportunities regarding the onboarding and development process?



- Boost employee engagement / fostering a relationship between the new hire and management
- Reinforcing the company's commitment to helping employee's professional growth
- Proving that management recognises the employee's talent.
- Better employee experience
- Better employee retention
- Stronger company culture
- Increased productivity > Better business outcomes
- Easier talent attraction

Threats

Question: What are the threats regarding the onboarding and development process?

- Boredom
- Low/ poor productivity
- Impact on business results
- Staff turnover
- Jealousy (if certain opportunities are not available in other departments)



Assessment One: Element Two

Strengths

- Introduce employees into the organisation and embedding them into the culture.
- Opportunities to grow = motivation to work and progress

Weaknesses

- Too long/boring
- Not tailored enough

Opportunities

- Opportunity to foster the relationship between managers and new hires.
- Reinforces the company's commitment to helping employee's professional growth and recognising employee talent.

Threats

- Don't know the processes of the organisation.
- Lack of opportunities = risk of losing your talent?
- Staff turnover

Any Questions?

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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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