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LINK TO PRESENTATION:

<https://web.microsoftstream.com/video/0352d7aa-31e9-4c07-82c1-3c979b5ec491>

SCRIPT:

The aim of this presentation is to outline what skills are needed from recruiters in order to improve the recruitment process within an organization, as well as what skills are needed to ensure equality, inclusion and diversity. In fact, both areas of HRM are important for a business in order to make sure that the hiring process aims to select appropriate candidates, and avoid any legal actions against your business for discrimination. According to RecruteeBlog, some recruiters skills are:

- **Communication:** Being able to communicate through a variety of different channels is an essential skill for recruiters. Recruiters are expected to write effective job advertising and social media posts, correspond with candidates and hiring managers via email, on the phone, and in person. Most importantly, recruiters are expected to act as the face of the company to potential candidates, as a consequence they should be able to clearly and fairly communicate with candidates.
- **Confidence:** Recruitment involves a lot of networking and interacting with a variety of people, reason why they are expected to speak confidently to candidates. Because of this, recruiters need to have a certain amount of confidence in their communication abilities. Furthermore, confidence is a valuable recruitment skill when it comes to hiring for positions or industries you know little about: recruiters need to be confident to make the right choice for the job and able to give justifications of their decision-making process if questioned.
- **Natural curiosity:** Recruiters should make a great effort to learn more about a candidate than what's written on their resume or cover letter as there's no way to know a candidate and how they will perform on the job if you don't have the curiosity and proactiveness to ask the right questions, as a consequence understanding people is a huge advantage when trying to become a successful recruiter.
- **Listening skills:** Listening goes hand-in-hand with being curious. Taking the time to really hear your candidates, hiring managers, and co-workers will give you more valuable information, by carefully listening to what your candidates and co-workers say you get to know exactly what they want. The more you listen, the more valuable information you will get to guide your decision-making.
- **Ability to understand positive body language:** It is not very usual to think of body language as a specific useful staffing skill, but it is. Often, and especially in a hiring situation, people are not able to communicate precisely what they are thinking, whether it is because of the pressure or the anxiety of an interview, being able to read someone's body language will give great insight into what their actual thoughts or intentions are. Being able to control and display positive body language during in-person interviews is a valuable negotiating tactic for recruiters, since It can help them control the overall direction and sentiment of the conversation.
- **Reliability:** Being reliable means having diligence in communication and follow-up, accuracy when giving information, and willingness to work with both candidates and hiring managers.

- Big pictures thinking: Recruiters should have the ability to focus on the candidate or vacancy as well as the company's big picture. The hiring strategy and individual recruits should be seen as part of a larger engine that is driving the company forward. Recruiters should choose to base the strategy in the context of longer-term talent management processes that will help develop your candidate or advise hiring managers about how they should build their teams for success.
- Patience: Patience is often one of the leading recruiter skills and will usually pay off with persistence and quick thinking.
- Strong networking and relationship-building skills: Recruitment It's about meeting and networking with as many qualified people as possible in order to make connections that may lead to a great hire. Networking, therefore, is a priceless skill for recruiters as it helps build industry connections to leverage for advice and meet potential candidates to either attain immediately or add to your talent pipeline.
- Empathy: Job alerts can be very stressful and emotional especially if desperation or urgency are involved, as a consequence recruiters should never forget this side of the job and be empathetic of the emotional rollercoaster that comes with applying and interviewing for a job position.

The above cited skills are defined as "soft skills, as they do not require a specific knowledge but instead can be addressed as "natural skills." On the other hand there are technical skills that are needed, such as:

- Data-driven mentality: It is important to develop the ability to analyze and use data to your advantage, so taking time to learn which key performance indicators (KPIs) or recruitment metrics are most important to your company and embracing data-driven recruitment will make the hiring process more efficient.
- Marketing and sales: Recruitment is all about marketing and selling your company to potential candidates, so thinking and acting like a marketer is needed. Recruiters should develop the same advertising and web analytics skills that marketers use.
- Ability to use technology: It's vital for recruiters nowadays to be tech-savvy, which means combining recruitment skills with the ability to effectively use hiring technology like Applicant Tracking Systems (ATS) or Performance Management platforms. (McConnell,2020.)

Being aware of what skills are needed in order to improve the recruitment process is a good point of start, but how to improve these required skills? Recruiters might start with an honest self-assessment in order to evaluate their current levels of skills, then write down SMART goals in order to improve those skills, and incorporate role play in order to practice the skills for an interaction with candidates. In addition, considering professional development can enhance skills, an example might be taking part in recruitment degree and certification programs. Last but not least, recruiters can take advantage of consulting professionals within the HRM department as their insights might be helpful in the decision of what skills are needed to be improved. (Career Guide,2020).

Suggestions based on how to improve hospitality recruitment might be:

- Offer flexible work schedule: it is predicted that the millennial workforce will change working conditions and benefits expectations for new and existing industries up until the year 2030. In fact, the demand for remote work is increasing as well as the

request for flexibility, so taking in consideration to allow your employees to opt-in to a shift schedule that works better with their existing commitments might be a smart action.

- Give rewards: Traditionally, bonuses are offered as a benefit for higher-level positions as a reward for hitting certain KPIs. But, this benefit can be expanded to hourly-workers as offering rewards to your employees for meeting certain expectations helps engage your current workforce. This will help to improve your employee retention as well as improving your recruitment efforts.
- Prioritize referrals: Consider current employees as a tool for referrals might be useful as they already know about your company, so offering incentives for a successful employee referrals might result in productivity.
- Offer unique job perks: Competition within the hospitality industry is strict, as many hotels might be offering similar compensation and benefits. Put your hospitality recruiting efforts light years ahead of your competitors' by offering benefits unique to your hotel.
- Contact local hospitality programs: Many universities and colleges offer training programs or work placement for hospitality students. By engaging with them you'll be able to recruit high-level talent before competitors, in addition, obtaining talent in their early careers will improve loyalty. (Tables,n.d).

Equality on the other hand is one tricky area of HRM, as failure to implement it might result in legal actions against your business. In fact, equality, diversity and inclusion are value that aim to avoid any discrimination or unfair behaviour within an organisation, as a result the role of the equality officers is to monitor and review designed policies that engage with legislative duties. Some skills that are needed for this job role are:

- a commitment to promoting equality, diversity and inclusion.
- excellent written and oral communication skills.
- cultural sensitivity.
- experience of building relationships with key stakeholders and decision makers.
- the ability to build the trust of community groups.
- negotiation and persuasion skills.
- the ability to work as part of a team.
- conflict-resolution skills.
- self-motivation and an ability to use initiative.
- organizational and project-management skills.
- good report-writing ability.
- presentation and training skills.
- flexibility and the ability to work across all levels and meet changing requirements.

Based on findings, suggestions on an implemented plan for recruitment within Marriott International might be addressed as:

- Priorities referrals: investing in employee referrals might be helpful in order to improve the recruitment process. Current employees will help you acquire suitable candidates depending on the job role position, as they have an in-depth knowledge of skills and requirements for that specific position, so they will probably make

recruiters save time when selecting appropriate candidates. The plan is to encourage referrals by offering incentives, and maybe creating a “referrals competition” might make employees more engaged.

- Offer unique job perks: In order to do that, the plan is to hear existing staff point of view, by introducing monthly questionnaires for employees in order to be aware of what types or perks they would like. Investing in your current workforce opinions and needs might help your company readdress a function without any expensive cost.

Equality skills on the other hand might be improved by making sure that equality officers have strong commitment on ensuring equality within any industry-related operation. As the company has a strong equality program already, suggestions are offered on the base of continuing maintenance the current level, and in order to do it a plan might be to promote internal equality trainings for all staff members, in order to ensure that every employee is equality-aware, by offering them the chance to have a more in-depth knowledge of gender awareness, bias eradication as well as acknowledge of the past. Furthermore, develop an engagement of equality officers with recruiters might avoid any discrimination during the recruitment process.

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