

BMTP4004

Managing Tourism, Leisure and Events Organisations

Talent Management



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

Session Objectives

1. Introduction to Talent Management
2. The Lifecycle of Talent Management
3. Talent Identification, Acquisition, Development & Succession Planning Employee Engagement and Retention



What is Talent Management

Talent Management is the process of **finding**, **developing**, and **retaining** skilled workers to meet an organisation's needs, ensuring the right people are in the right roles at the right time.

Example (The Grand Horizon Hotel):

- The Grand Horizon Hotel is a five-star hotel in the city centre, offering stunning views, 300 rooms, fine dining, a spa, and event venues.
- Known for exceptional service, it relies on skilled staff and strong talent management to attract and retain top hospitality professionals.



So how do they **Attract**, **Develop** and **Retain** talent?

Grand Horizon Hotel!

1. Attract: The hotel focuses on finding top talent through **partnerships** with hospitality schools, recruitment events, and **competitive pay** to attract experienced professionals.

2. Developing: The hotel provides **regular training** to keep employees sharp, such as culinary workshops for chefs and software/customer service training for front desk staff.

3. Retain: The Grand Horizon Hotel values its employees by offering **career growth**, recognising top performers with **awards**, and providing **team-building events**, **bonuses**, and **flexible schedules** for job satisfaction.

Key Components of Talent Management

- **Talent Acquisition:** Finding and hiring the best candidates for key roles.
- **Onboarding:** Helping new employees integrate into the company and succeed.
- **Employee Development:** Providing training and growth opportunities to enhance skills and careers.
- **Performance Management:** Setting goals, giving feedback, and conducting reviews to align with company objectives.
- **Succession Planning:** Preparing high-potential employees for future leadership roles.
- **Employee Engagement and Retention:** Creating a motivated, satisfied workforce to reduce turnover.
- **Workforce Planning:** Forecasting talent needs and aligning recruitment and development strategies

The Importance of Talent Management

- 1. Attracts Top Talent:** Helps in attracting the best candidates for the organisation.
- 2. Improves Performance:** Aligns employee skills with organisational goals, boosting productivity.
- 3. Enhances Employee Retention:** Focuses on growth opportunities, keeping employees satisfied and loyal.
- 4. Fosters a Positive Culture:** Encourages development and a thriving, inclusive workplace culture.



1. Recruitment

Recruitment is the process of **finding**, **interviewing**, **selecting**, and **hiring** candidates for a job.



Job Analysis: Identifying required skills and qualifications.

Sourcing Candidates: Attracting potential candidates

Interviewing: Assessing qualifications, skills, and fit.

Assessing Skills: Using tests or assessments to evaluate abilities.

Selection: Choosing the best candidate based on interviews and assessments.

How can we attract the right people?

- **Define Job Requirements:** Set clear skills and qualifications for the role.
- **Targeted Advertising:** Use the right channels to reach ideal candidates.
- **Employer Branding:** Highlight company culture, values, and benefits.
- **Highlight Career Growth:** Showcase advancement and skill development opportunities.
- **Streamlined Process:** Make the application and interview process efficient and user-friendly.



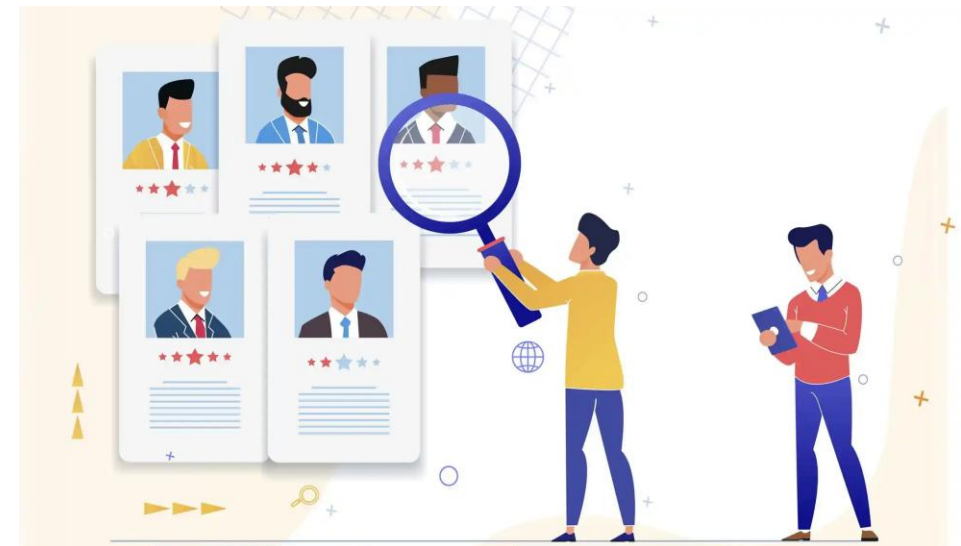
In what way can we recruit?

- **Social Media and Digital Platforms:** Use targeted ads and social media (LinkedIn, Instagram) to engage candidates and showcase company culture and roles.
- **Job Fairs and Networking Events:** Attend industry job fairs and sponsor recruitment events to connect with talent.
- **Collaborations with Education Institutions:** Partner with universities and vocational schools to recruit new graduates.



Innovative Recruitment Strategies

- **Internship and Apprenticeship Programmes:** Create programmes offering hands-on experience for easy transitions into full-time roles.
- **Employer Branding:** Highlight your organisation's values and culture on platforms like Glassdoor to attract top talent.
- **Artificial Intelligence and Automation:** Use AI tools to streamline candidate screening and match skills with job roles.





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Starbucks – Why does it work?

- Highlights abundant opportunities for learning, career advancement, and personal development.
- It is fun and engaging, reflecting the vibrant, welcoming nature of Starbucks' culture.
- Refers to employees as “partners,” emphasising dignity, respect, and belonging.





Dropbox – Why does it work?

- Puppets replace the traditional employee interview process, making the recruiting video instantly memorable and entertaining.
- It encourages viewers to imagine their puppet personas, fostering a personal connection.
- Stands out from standard employee recruitment videos with its creative storytelling approach.

<https://vidico.com/news/company-recruitment-video-ideas/>

2. Onboarding

Onboarding **introduces** new employees to the company, teaching them about the **culture**, their **roles**, and giving them the **tools** to succeed.

Company Overview: Introducing the mission, values, culture, and policies.

Role Overview: Clarifying job duties, expectations, and goals.

Training: Providing tools, resources, and training for success.

Team Integration: Helping the new hire connect with the team.

Feedback & Support: Offering ongoing feedback and support to keep the employee engaged.



What makes onboarding effective?

- **Welcoming New Hires:** Make a great first impression by introducing new hires to the team, company values, and their role.
- **Industry-Specific Training:** Provide specific training on what new hires will be doing day in day out.
- **Mentorship Programmes:** Pair new hires with experienced employees for support.
- **Cross-Departmental Understanding:** Help new hires learn about other departments to promote teamwork.
- **Customer-Focused Approach:** Emphasise the importance of excellent customer service from day one.

Spend 20 minutes to answer the following questions...

1. Can anyone share an experience where you had a great onboarding process? What made it memorable?
2. How do you think a company's onboarding process impacts employee engagement and retention?
3. How do you think onboarding helps new employees understand the company culture?
4. What are some of the training or resources that you think should be included in an onboarding programme?
5. Why is it important for employees to provide feedback about the onboarding process?
6. Which do you think is more important during onboarding: fitting into the company culture or having the right skill set? Why?

3. *Development*

Employee development is about **improving skills** and **knowledge** to help individuals grow professionally and contribute to the business's success.

Skills Training: Providing training to improve key skills.

Career Growth: Offering clear advancement pathways.

Mentoring & Coaching: Pairing employees with mentors to guide development.

Performance Feedback: Offering regular feedback for growth.

Leadership Development: Building leadership skills at all career stages.



Why does employee development matter?

- **Enhanced Skill Set:** Continuous learning helps employees stay relevant in their roles and industry.
- **Increased Job Satisfaction:** Employees feel valued and motivated when they see opportunities for growth.
- **Higher Retention Rates:** Career development opportunities increase employee loyalty and reduce turnover.
- **Stronger Organisational Success:** Investing in employee development leads to better productivity and innovation.

How does career development benefit an organisation?

- **Boosts Productivity:** Well-trained employees perform tasks more efficiently and with greater confidence.
- **Fosters Innovation:** Employees with varied skills bring fresh ideas and creative solutions.
- **Improves Team Morale:** Career development initiatives foster a culture of learning, collaboration, and shared goals.
- **Talent Retention:** Organisations that prioritise development retain top talent, avoiding costly turnover.

4. Retention

Employee retention is the ability to keep employees **engaged**, **satisfied**, and **committed** to their roles. It focuses on strategies to retain talented staff and reduce turnover.

High retention leads to...

- Reduces turnover costs (recruitment, training, lost productivity).
- Builds a strong, experienced workforce that contributes to growth.
- High retention rates enhance company culture and morale.



How can we engage employees?

1. Offer Career Development Opportunities:

- Training, certifications, and skill-building for growth.
- Mentorship programmes for career advancement.

2. Foster a Positive Work Environment:

- Promote open communication and teamwork.
- Foster an inclusive and respectful workplace.



3. Provide Competitive Compensation & Benefits:

- Competitive wages, health benefits, and perks (e.g. travel discounts).
- Performance bonuses and incentives.

4. Offer Work-Life Balance:

- Flexible schedules, especially for events and tourism roles.
- Paid time off and support for work-life balance.



How can we drive job satisfaction & employee loyalty

Recognition & Reward Systems:

- Regular acknowledgment of employee achievements.
- Implement rewards programmes like "Employee of the Month."

Create a Sense of Belonging:

- Team-building activities to strengthen employee bonds.
- Encourage employees to be part of decision-making processes.

Clear Career Progression Path:

- Set clear goals for advancement within the company.
- Provide regular performance feedback and career discussions.





Turnover – The Impacts



Low Turnover

Retained employees bring deep industry knowledge and customer insights.

Strong customer service leads to positive reviews, repeat business, and brand loyalty.

Long-term employees help build a strong reputation.

High Turnover

Difficulty in maintaining consistent service quality.

Increased recruitment costs and time spent on training new employees.

Loss of customer loyalty due to lack of consistency in staff.

5. *Exit/ Transition*

Exit/Transition management is the process of managing **employee departures** (resignation, retirement, or termination) to minimise disruption and ensure a smooth transition.

Exit Interviews: Collect feedback for improvement.

Knowledge Transfer: Ensuring the departing employee shares relevant knowledge with their successor.

Transition Plans: Step-by-step guide for ensuring a smooth handover of responsibilities.



Steps in managing employee transitions

Knowledge Transfer:

- Hold handover meetings, shadowing, or provide documentation for smooth transition.
- Create training materials or guides if needed.

Return of Company Assets:

- Make sure all company assets (keys, equipment) are returned.
- Update access controls (e.g. logins, passwords).

Post-Transition Follow-up:

- Check in with the team for a smooth transition after the employee leaves.
- Review lessons learned to improve future transitions.

Succession Planning

Succession planning is the process of **identifying** and **developing** employees to fill important leadership roles when they become available.

Key Elements of Succession Planning:

- **Talent Identification:** Recognising high-potential for future leadership through evaluations and assessments.
- **Employee Development:** Offering training, mentoring, and growth opportunities to prepare employees for future roles.
- **Knowledge Transfer:** Sharing key knowledge from leaders to successors.



Steps in Succession Planning

- 1. Assess Needs:** Identify key roles and the skills required for them.
- 2. Identify Successors:** Review performance and growth potential to select internal candidates for key roles.
- 3. Develop Successors:** Provide training, mentoring, and job rotations to prepare employees for leadership.
- 4. Monitor and Adjust:** Regularly check progress and adjust plans to keep the talent pipeline strong and aligned with goals.

Design your own succession plan

Individually, in pairs, or small groups, you are required to design your own succession plan.

Please read the scenario I have given you, and answer the following;

- **Identifying key roles** that need succession.
- **Skills and experience** required for those roles in the tourism and events industry.
- **Talent identification:** How would you identify potential successors for these roles from within the organisation, or externally?
- **Training and development:** How would you prepare the successors?
- **Risk management:** What if a successor isn't ready in time? How would you manage the transition smoothly?

Assignment Two!

Have we got our groups? Please finalise this with me by the end of next week (4th April)

What to work on:

- Choose a topic and undertake extensive research.
- Think of a range of hypothetical questions that I may ask you (I will give you some examples next week).
- Since this is a collaborative task, work together in your groups to determine how you will approach the discussion and collaborate effectively.

Example Questions:

1. Introduction to the Topic:

“Can each of you introduce the organisation you're focusing on and explain why it's important for tourism, leisure, and events? What challenge is the organisation facing, like leadership changes or reorganisation, and how could it impact operations?”

2. Organisational Culture and Leadership

“How are the changes affecting the organisation's culture and leadership? Have there been any shifts in leadership styles, and how is the organisation adapting?”

3. Change Management and Response

“How is the organisation managing changes in HR, marketing, and operations? Can you give examples of strategies they've used or could use, and how are these working for employees, customers, and stakeholders?”

Assignment Two – Key Dates!

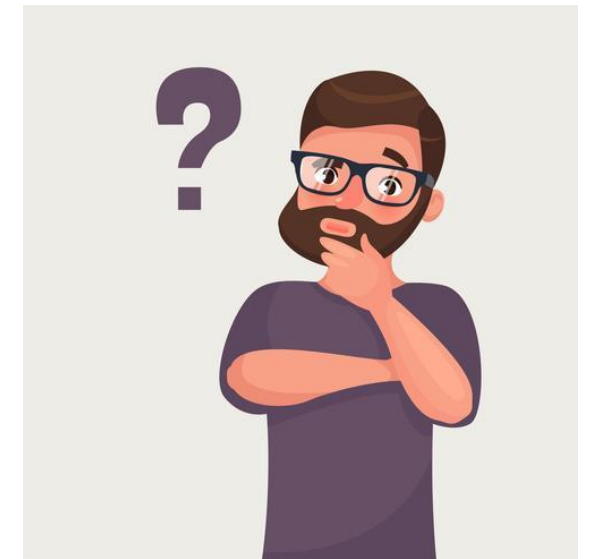
30th April – Discussion Date!

- Depending on the number of groups, you will be given a specific time when the round table discussion will take place. Each group will be given an allocated time of **30 minutes**. This will range from **9:30AM-2PM**.

8th May – Reflective Paper!

- 800 words
- 5-10 references

What is a Reflective Paper?



8th May – Reflective Paper

After participating in the roundtable discussion, you are required to submit a brief reflection paper.

In your paper, you should:

- 1. Summary of Key Points:** Recap the main ideas and topics discussed during the roundtable.
- 2. Personal Viewpoints:** Share your thoughts on the topic and how your perspective changed during the discussion.
- 3. Evaluation:** Reflect on what went well (e.g., productive conversations) and areas for improvement (e.g., disagreements or lack of clarity).
- 4. Suggestions for Improvement:** Offer ideas for making future discussions more effective or engaging.

Next Week – Week 10!

- Next week, there will be no scheduled session; instead, we will have drop-ins.
- With Assignment 1 due on April 4th at 11:59 PM, this is a great opportunity for you to come by if you have any last-minute questions.
- However, drafts are recommended, so please send them to me as soon as you can!

If you have any questions, please contact me
on Teams or through email

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