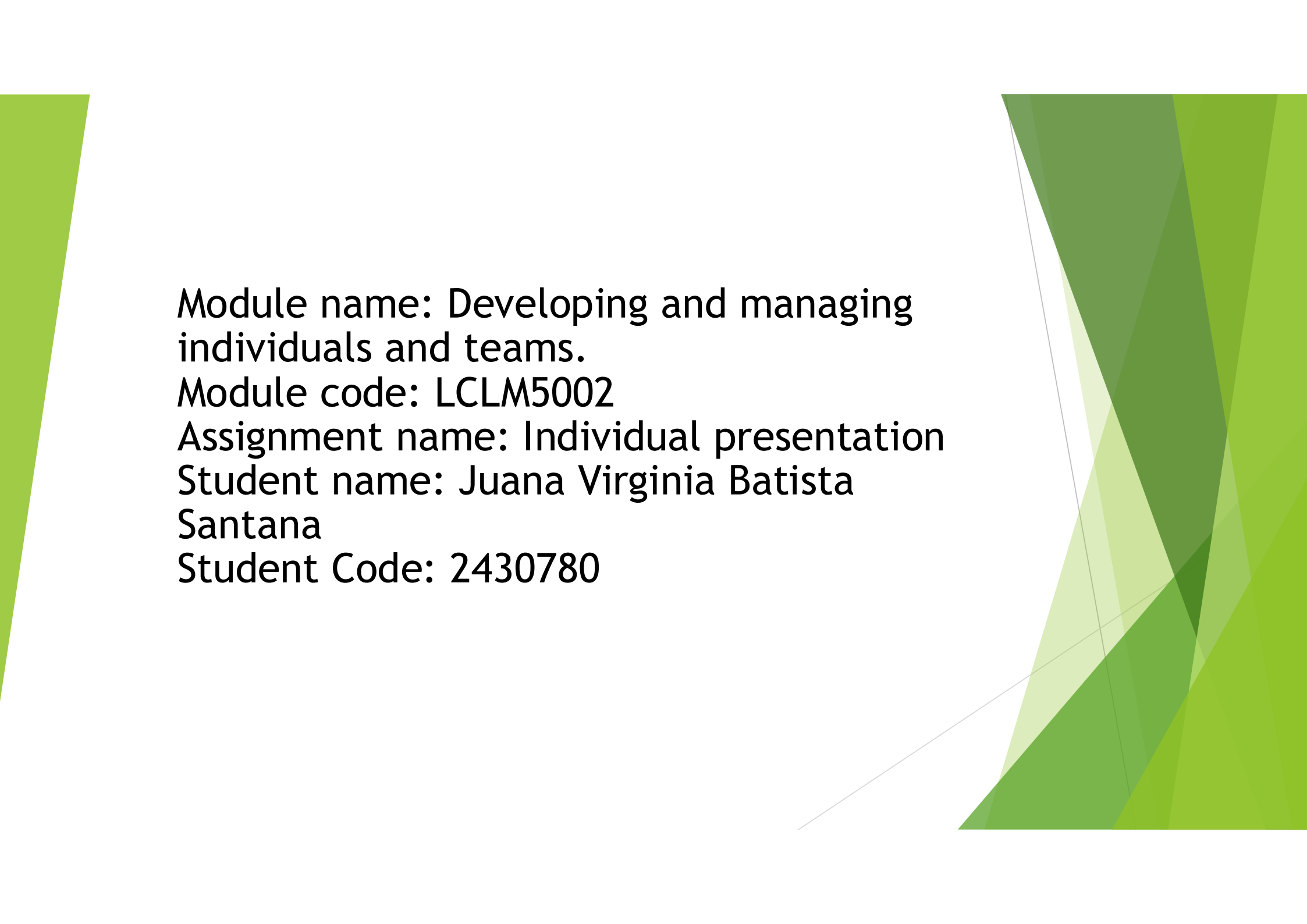




Module name: Developing and managing
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Louie restaurant

Louie is a high-end restaurant located in Covent Garden, one of London's most popular dining districts. Situated in a historic 19th-century townhouse on West Street, it offers live jazz and a premium dining experience. As part of the House Hospitality group, the restaurant maintains high standards that require both skilled employees and efficient training programs.

Importance of right Recruitment

The importance of recruitment in the hospitality industry cannot be overstated. Find the right employees is essential because:

- ▶ Staff members interact directly with customers, making them the face of the business.
- ▶ The quality of service provided is a key factor in customer satisfaction.
- ▶ The overall performance of the team directly impacts the restaurant's reputation.

According to human resource management theory, effective recruitment ensures that organizations hire candidates with the right skills, knowledge, and attitudes. Armstrong, 2023)

Job Analysis

Job analysis is the process of identifying the following:

- ▶ Job tasks.
- ▶ The necessary skills and qualifications.
- ▶ Working conditions.
- ▶ Relationships with other employees..

Human resources departments can use the following methods:

- Company observation.
- Manager interviews.
- Questionnaires.
- Performance evaluations.

Analyzing the job is important to help organizations design accurate job descriptions and appropriate recruitment strategies. (Bratton & Gold, 2017)

Job description

A job description explains the main duties and responsibilities of a job. It helps employees understand what tasks they need to perform in their role. (Dessler, 2020)

To be a bartender at Louie, this is the job description.

- ▶ Prepare and serve alcoholic and non-alcoholic drinks.
- ▶ Follow recipes and standards.
- ▶ Serve bar customers professionally.
- ▶ Keep the bar clean and organized.
- ▶ Recommend drinks and cocktails to customers based on their preferences.
- ▶ Process payments and handle the cash register.
- ▶ Legal responsibilities and knowledge, such as verifying IDs and alcohol limits per drink.

Person specifications

A person specification describes the skills, qualities, and experience required for a candidate to perform a job effectively

These are the skills, qualities, and experience required for the ideal candidate at Louie:

- ▶ Excellent communication and customer service skills.
- ▶ Ability to work fast, clean, and under pressure.
- ▶ Good teamwork.
- ▶ Ability to maintain high standards.
- ▶ Previous experience as a bartender (3 years).
- ▶ Knowledge of techniques and classic cocktails.
- ▶ Time management skills.

Process of Recruitment

The recruitment process is the series of steps used by an organisation to attract, select, and hire the most suitable candidate for a job position.

The recruitment process in restaurants like Louie normally follows this structure:

- ▶ Identify a job vacancy.
- ▶ Perform a job analysis.
- ▶ Create the job description and person specification (and benefits).
- ▶ Post the job offer.
- ▶ Review applications.
- ▶ Conduct interviews.
- ▶ Select the best candidate.

Training and Development Needs

Employees may need the following training and development, which the company will provide to ensure they offer high-quality service and maintain the restaurant's reputation and standards Customer service skills. (Robbins & Judge, 2019)

- ▶ Knowledge of the restaurant menu.
- ▶ Food safety and hygiene regulations.
- ▶ Communication with customers.
- ▶ Handling difficult customers.
- ▶ Restaurant technology systems and payment methods.

Behaviourist Learning Theory

This theory focuses on how employees learn through reinforcement and repetition. At a restaurant like Louie, this is applied by rewarding staff when they meet high standards.

- ▶ Positive Reinforcement: Using praise or financial bonuses to encourage good performance.
- ▶ Repetition: Practicing specific service tasks until they become automatic habits.
- ▶ Incentives: Clear rewards, such as "Employee of the Month," motivate the team to maintain consistency in their daily work.

Cognitivist Learning Theory

Cognitive theory looks at how the brain processes and organizes information. It is more about understanding the "why" behind the tasks rather than just reacting to rewards.

- ▶ Deep Knowledge: Staff members don't just memorize the menu; they understand the ingredients and preparation to explain them better to guests.
- ▶ Mental Organization: Helping employees categorize complex information, like wine pairings or VIP preferences, so they can remember them easily.
- ▶ Problem-Solving: This approach develops the staff's ability to think quickly and handle unexpected customer requests or complaints efficiently.

Humanist / Experiential Learning

- ▶ Humanistic and experiential learning theories focus on personal experience and individual growth. In the hospitality sector, this means learning by doing and reflecting on daily tasks. (Kolb, 1984; Honey & Mumford, 1986)

Examples include:

- ▶ On-the-job training: Learning while performing real duties.
- ▶ Shadowing: Observing experienced staff members to understand the workflow.
- ▶ Mentorship and coaching: Receiving guidance and feedback from supervisors.

Through these experiences, employees develop more confidence, refine their professional skills, and achieve personal growth within the company.

Training Methods in Restaurants

Restaurants typically use a variety of methods to ensure their team is well-prepared. At Louie, these methods include:

- ▶ Direct on-the-job training.
- ▶ Peer-to-peer mentoring.
- ▶ Role-playing: Simulating customer service scenarios to practice reactions.
- ▶ Team workshops: Group training sessions to align service standards.

These methods help staff improve their communication, teamwork, and overall service quality.

Benefits of Training and Development

In conclusion, effective recruitment and employee development are essential for the success of any hospitality business, especially for high-end restaurants like Louie.

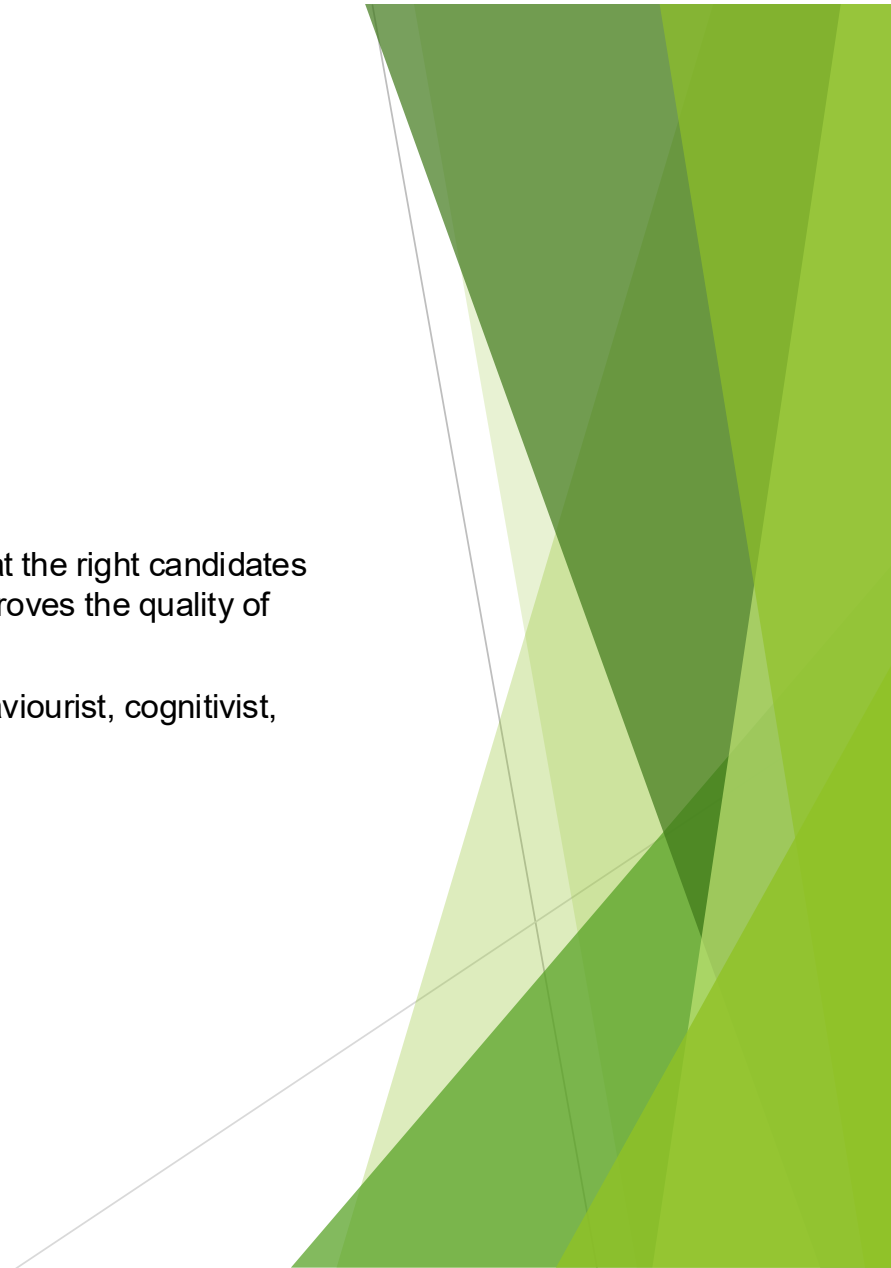
- Job analysis helps identify exactly what the role requires.
- Job descriptions clearly define what the employee is responsible for.
- Person specifications ensure the right candidates are hired for the culture.
- Training programs based on learning theories directly improve employee performance.

Ultimately, this approach leads to better service quality, stronger teamwork, and higher levels of customer satisfaction.

Conclusion

The use of job analysis, job descriptions, and person specifications helps ensure that the right candidates are selected for the bartender role. In addition, a structured recruitment process improves the quality of hiring decisions.

Furthermore, training and development supported by learning theories such as behaviourist, cognitivist, and experiential learning help employees improve their skills and performance.



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