

Module Title: Personal Resourcing and Development

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Title of Essay: How the evolution of Human Resources Management (HRM) facilitates the strategic development of an international hotel brand through workforce planning, recruitment, and selection.

This essay will discuss Human Resources Management strategies and roles in hospitality industry through by the Intercontinental Hotel Group. Introduction of recruitment process and choosing the best candidate in this hotel group. Discuss the purpose of human resources important. How is human resource impact to the employees' behaviors.

The evolution of Human Resources Management can be traced from traditional personnel management to strategic Human Resources Management, reflecting a shift from administrative tasks to a more proactive and strategic approach. Traditional personnel management primarily focused on administrative functions such as payroll and compliance with labour laws. However, with the changing business environment, Human Resources evolved from payroll to one of the most important departments in any industries life. This evolution necessitated Human Resources professionals to become cultural, economics human behaviour, and data security, while contributing to decision-making processes and organizational development and keep analyse employee's performance and wellbeing. Analysis and Design of work, Human Resources analysis involves survey current job roles, tasks, and responsibilities to determine their effectiveness and alignment with organizational goals. This process includes job analysis, which involves gathering information about job duties, requirements, and performance expectations. Additionally, Human Resources analyzes workforce demographics, skills, and competencies to identify areas for improvement. Human Resources analysis of the data's, what involves structuring the

job roles and responsibilities to optimize employee performance. This includes feedback and defining job descriptions for the employees. Help for create Training and development, performance management.

When human resources look for a candidate, there is a process for beginning the recruitment. First planning potential hiring goals, which mean to understand the skills and experience required for the job. One of the key components of strategic HR planning is forecasting labor demand and supply. This involves analysing current workforce demographics, market trends, and business projections to anticipate future staffing needs. HR professionals utilize data analytics and workforce planning tools to forecast demand for various roles across different regions. By anticipating labor shortages or surpluses, the organization can proactively adjust recruitment strategies and talent pipelines to meet evolving business demands. To reach this goal human resources can talk with their employees, managers and team leaders what there are looking from the new employee or sending out questionnaire to everybody on that department on front desk or kitchen staff, housekeeping team so can be make bigger resource for and understanding role of position, and requirements. This is called internal survey. Calculate the hiring budget and then posting the best way of description the job for has more volunteer as possible found and chose the best person for the position

The Intercontinental Hotel Group does not employees the candidates directly. And recruitment application is going throw by their online system for found possible best candidate for role. The Intercontinental Hotel Group (IHG) has contracts with 18 different hotel brand example Holiday Inn, Holiday Express, Crowne Plaza, Six Sense, and offering worldwide more than 3000 jobs, 76 different choose able job roles in more than 6000 hotels with 345 000 colleagues in more than 100 countries worldwide On the Intercontinental Hotel group website can be applied all the above listed jobs. The procedure is really easy to find suitable place and position then send CV via by the indeed system or upload CV and resume document if you have one. Then in one or two weeks the human resources will contact with best candidates for the position. This is just one of the many hospitality industries companies that does the same way and same protocol. In every company the human resources roles are developing an equal opportunity to hire the best candidates by skills and experience. At Age of the information the procedures is still on the same way as in 500 years ago. Leonardo Da

Vinci introduced the concept of resume in AD1482 as a letter of introduction. The only thing is changed is being digitalized and 1000 of more letters can be arrive on same day or week for the position. Which makes impossible to give same time and opportunity to every volunteer. The procedure of choosing the best candidate is still by sending a letter of introduction, someone is need time and energy to read them analyzing them and choose without any biases or human emotional interrupt. Indeed, as Gill (1999) has pointed out, it is common for organizations to espouse a culture that values employees as important sources of competitive advantage while managing those employees as mere commodities. Workforce management have tended to be empty platitudes like 'Our people are our most valuable resource'. (Fazey, Mike. "POLICY AND ORGANISATIONAL CULTURE." *Human Resource Policy: Connecting Strategy with Real-World Practice*, Anthem Press, 2020, pp. 35–42. JSTOR,.). Human resources in reality more likely look like marketing strategies with sales agents. From the beginning of procedures the be chosen for introduction is it feel like wining a lottery from companies calling back the employees and most of the case 75% of employees never get back response from the companies. Mike Fazey in *Human Resources Policy: Connecting Strategy with Real-World Practice* discuss theory HR Policy and Culture has two way relations ship. In short term Human resources how to developing there policies and behaving with people does not just has internal but has huge impact for external cultural changes. In this system human capacity and performance lead to the huge disadvantages in this area of the human resources. After the human resources department found best candidate is have to be trained. Human Resources performance management plays a vital role in ensuring that employees meet standards of the company and able to contribute effectively to overall success. When recruiting employees, it is essential for Human Resources to consider performance management as recruiting a new member in the team. Strategy is have to be helping to fixing the potential issues and optimize employee performance. Effective recruitment begins with clearly defining job roles and expectations this does not mean to over or under selling. Human Resources should carefully craft job descriptions and specifications that outline key responsibilities, performance metrics, and desired skills and competencies, when they describing desired skill is very important to do not discriminating people by accident. Even accidental Discrimination can lead negative impact for the company and risking the prestige of brands. By setting clear expectations from the outset, Human Resources can attract candidates who are

aligned with the Hotel brand goals and culture. During the recruitment process, Human Resources should assess candidates not only based on their qualifications and experience but also on their potential for high performance and cultural fit. International hotels cultures and traditions can lead potential hazards and arguments between colleagues. Behavioral interview techniques and competency assessments can help identify candidates who demonstrate the desired attitudes, behaviors, and capabilities. Once employees are hired, Human Resources, performance management practices come into play to support and develop their teams and all Hotels performance to lead in to the better results. This includes providing ongoing feedback, coaching, and training to help employees succeed in their roles. Additionally, Human Resources should establish performance evaluation processes to assess employee performance against established goals and provide opportunities for recognition and rewards. By integrating performance management into the recruitment process, Human Resources can ensure that employees are set up for success from day one, maximizing their potential contributions to the organization and fostering a culture of continuous improvement and excellence. To make this procedures more easier and make the opportunities equal and give everyone the same time and possibilities to show their potential introduced the Artificial Intelligence human resources assistant to recruit new employees. This project is still under development. And of course, just like in the Industrial age when the first steam engine was introduced everyone was aware of how many jobs will be loosen. In reality steam engines provide more jobs than jobs were lost it. According to the world economic forum Artificial Intelligence will create and provide 97 million new jobs worldwide. In early May Sam Altman, the CEO of the OpenAI said He does not care How much AGI (Artificial General Intelligence) cost: Even if He spends 50 Billion dollar a year some breakthroughs for mankind are priceless. In last year's show are more and more companies chose and decided to use Artificial Intelligence to recruit new employees. All employees can go under the same questionnaire and by analyze their answers and face reaction while answering the Artificial intelligence can compare then and give feedback without human emotion interaction or unconscious bias after interview. Give feedback not just for the companies which candidate was the best but also for the employees or candidate as well where have to be change or polishing there skill sets. The success of candidates those whose get hired get specialized training by the data there already given. And can be optimized training given where the is missing knowledge for the specific roles.

Personalized Learning Artificial Intelligence algorithms can analyze individual learning styles, preferences, and performance data to tailor training content and delivery methods to each employee. This personalized approach ensures that training programs are more engaging, relevant, and effective, leading to higher levels of knowledge retention and skill sets is beneficial for the company and for the employee.

And design the training for each every employee. The already staff members monthly or quarterly can have survey and give them new training and developing their skills. Language skills for front desk easier to learn accents or grammar skills. AI-powered chatbots and virtual assistants equipped with Natural Language Processing capabilities can provide on-demand training support and guidance to employees. These intelligent systems can answer questions, offer explanations, and provide additional resources, enhancing the accessibility and effectiveness of training programs. Just like how most of the tele communications companies use the bots. And travel agencies. Internal training use is can make human resources jobs make easier faster providing best results developing better working placement. Overall, Artificial Intelligence enhances employee training, recruitment and selection by personalizing performance experiences, optimizing training, and enabling continuous improvement allowing employees to track their progress and identify areas for improvement in real time. As organizations embrace Artificial Intelligence technologies, they can empower their employees to develop new skills, adapt to evolving job roles, and drive organizational success.

In conclusion, Human Resources Management strategies, especially within the hospitality industry, are essential for organizational success and employee development. Through effective recruitment, performance management, and Artificial Intelligence driven initiatives, organizations like Intercontinental Hotel Groups can maximize employee potential and drive continuous improvement in the ever-evolving landscape of hospitality. In the recruitment process, Human Resources strategically plans hiring goals and forecasts labor demand. Candidates are assessed based on skills, experience, and cultural fit. Intercontinental Hotel Group utilizes an online system for recruitment, offering opportunities across various hotel brands globally. However, challenges persist, such as bias and overwhelming application volumes. Performance management is vital in ensuring employees meet organizational standards and contribute effectively. Human Resources sets clear job expectations,

avoids discrimination in job descriptions, and utilizes behavioral interviews for candidate assessment. Once hired, employees undergo training and development, with Artificial Intelligence increasingly assisting in personalized learning experiences. Artificial Intelligence enhances employee training and recruitment by offering personalized learning, adaptive training paths, and real time feedback. Chatbots and virtual assistants provide on-demand support, while predictive analytics optimize training programs. Artificial Intelligence driven recruitment streamlines processes and ensures fair candidate selection.

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For online resources:

YouTube: Introducing Systemic HR: A New Operating System

[URL: <https://www.youtube.com/watch?v=6l4AN8JijX4&t=252s>]

YouTube: AI in HR: Understanding the Impact, Opportunities, and Avoiding Pitfalls

[URL: <https://www.youtube.com/watch?v=18lRupTiiio>]

[URL; <https://edisonandblack.com/pages/over-97-million-jobs-set-to-be-created-by-ai.html>]

<https://www.weforum.org/press/2020/10/recession-and-automation-changes-our-future-of-work-but-there-are-jobs-coming-report-says-52c5162fce/>