

BMIH5005

International Hotel Management

Personnel Resourcing and Development

Week 3 – Strategic HR Planning, Recruitment and Selection



**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

Agenda

- Recap of last session
- Strategic HR Planning
- Stages of Recruitment
- Selection Process

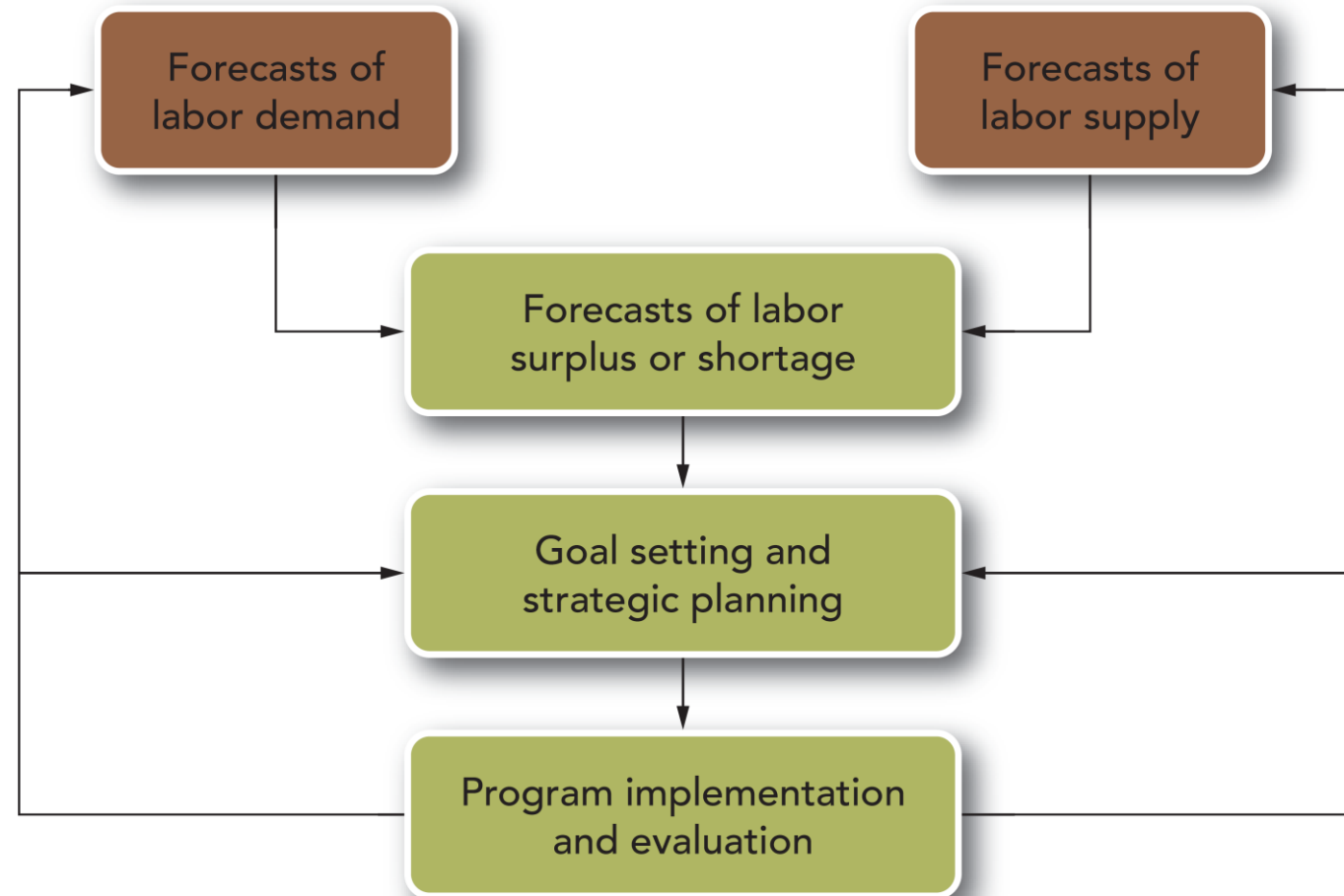
Recap

Last week gave
an overview of...

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Overview of the Human Resource Planning Process



Forecasting and Leading Indicators

- ◆ **Forecasting:** The attempts to determine the supply of and demand for various types of human resources to predict areas within the organization where there will be future labor short-ages or surpluses .
- ◆ **Leading Indicators:** An objective measure that accurately predicts future labor demand.

Forecasting Stage of HR Planning

- **Determine labor demand**

- Derived from product/service demands *external* in nature

- **Determine labor supply**

- Internal movements caused by transfers, promotions, turnover, retirements, etc.
- Transitional matrices identify employee movements in different job categories over time

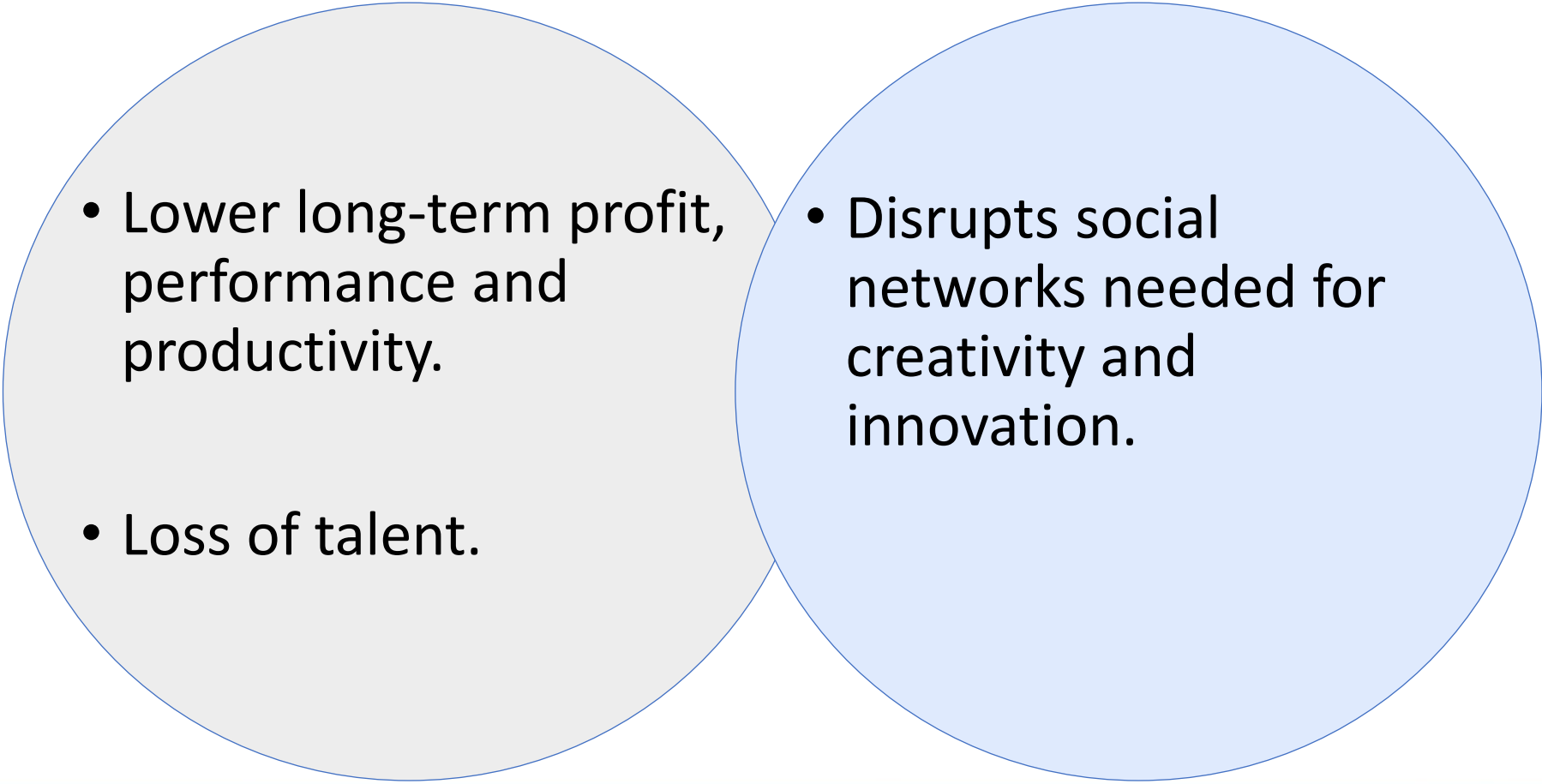
- **Determine labor surplus or shortage**

- Compare forecasts and demand

Downsizing

- **Downsizing:** planned elimination of large numbers of personnel to enhance organizational competitiveness.
- Four reasons for downsizing
 - ❑ Reduce labor costs
 - ❑ Technological changes reduce need for labor
 - ❑ Mergers and acquisitions reduce bureaucratic overhead
 - ❑ Organizations change location of where they do business

Possible Negative Effects of Downsizing

- 
- Lower long-term profit, performance and productivity.
 - Loss of talent.
- Disrupts social networks needed for creativity and innovation.

Early Retirement Programs

- The average age of workforce is increasing.
- Baby boomers are not retiring early due to:
 - improved health
 - fear that Social Security will be cut
 - mandatory retirement is outlawed
 - collapse of the financial and housing markets made it economically unviable to retire
- Many employers try **voluntary attrition** among older workers through early retirement incentive programs.

Employing Temporary Workers

1. Temporary workers free a company from administrative tasks and financial burdens.
2. Temporary workers are often times tested and trained by a temporary agency.
3. Many temporary workers brings an objective perspective and experience.

Outsourcing, Offshoring, and Immigration

- **Outsourcing** uses an outside organization for a broad set of services.
 - Choose an established, large outsourcing vendor.
 - Jobs that are proprietary or require tight security should not be outsourced.
 - Start small and monitor constantly.
- **Offshoring** is outsourcing where jobs leave one country and go to another.

Altering Pay and Hours

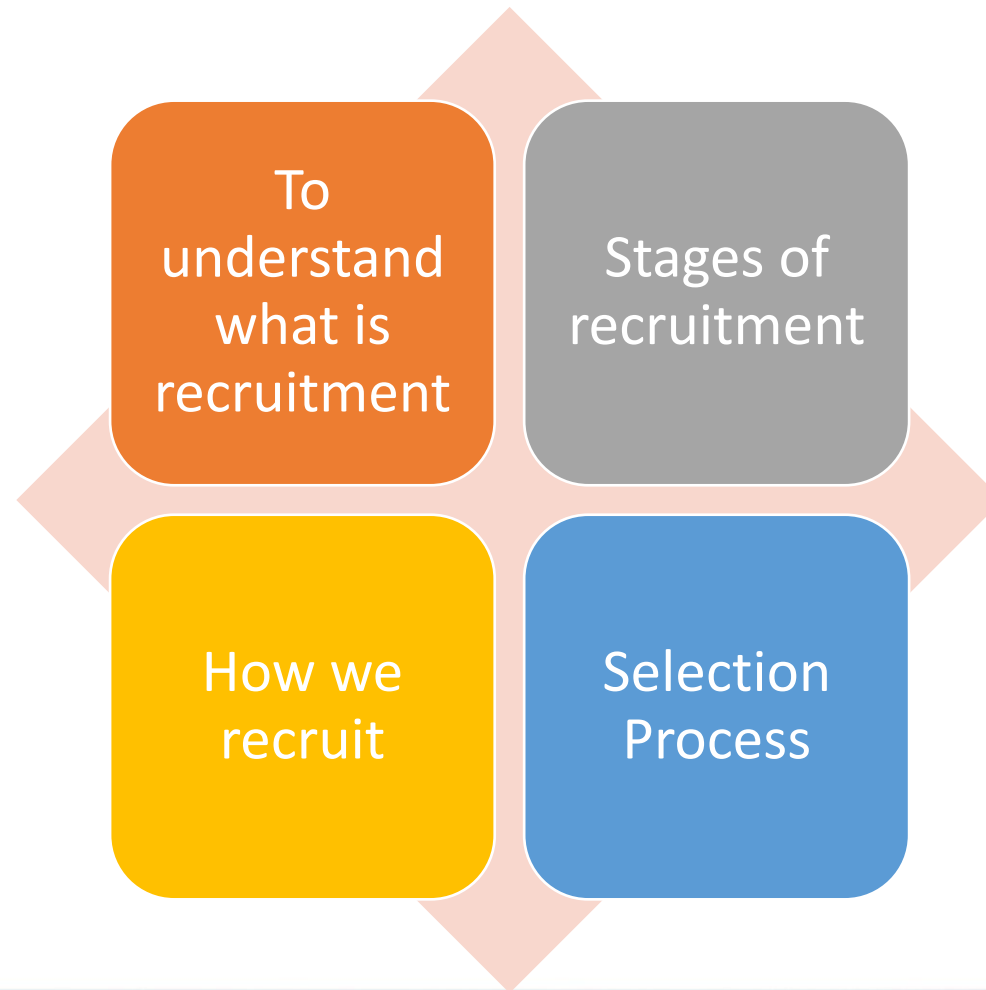
- ☐ Garner more hours from current employees
- ☐ Cut salaries
- ☐ Reduce contributions to 401(k) plans
- ☐ Reduce number of hours of all workers

Affirmative Action Planning

Workforce utilization review is a comparison of the proportion of workers in protected subgroups with the proportion that each subgroup represents.

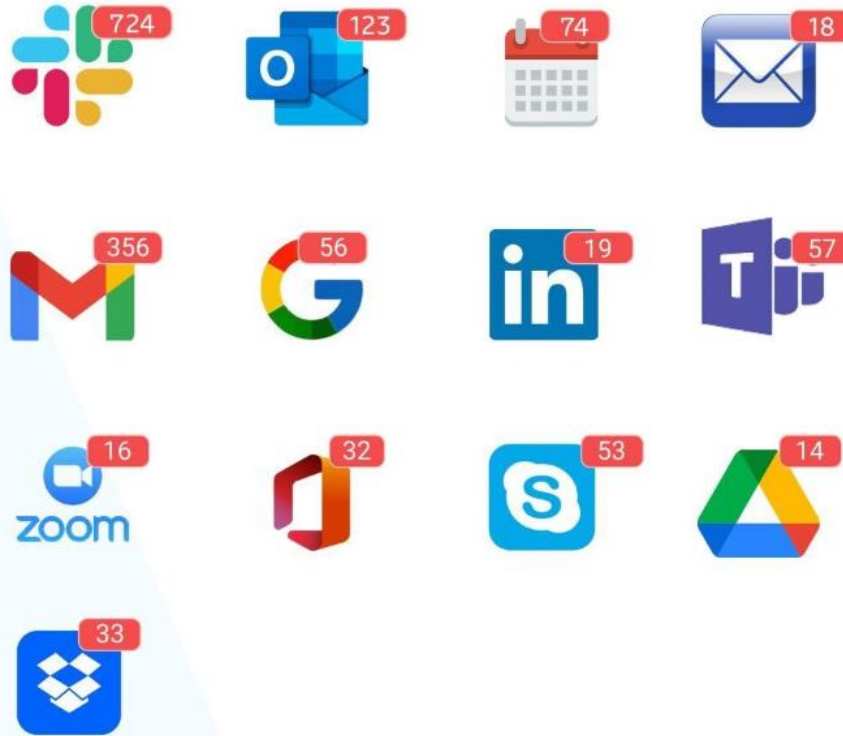
- used to determine whether any subgroups may be underutilized

Aims





What is it like
to work in HR:



What is recruitment?

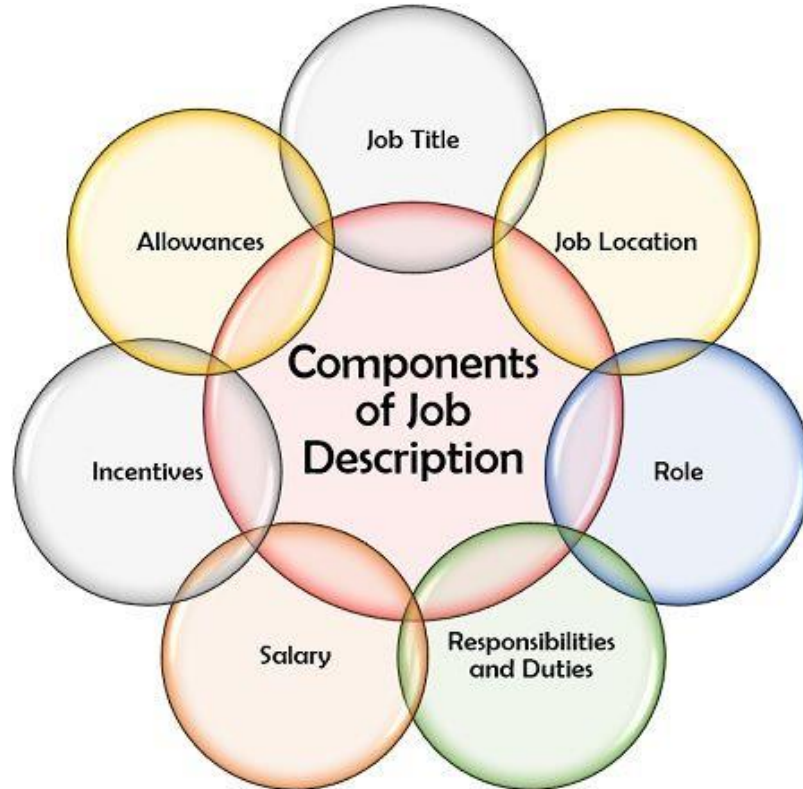
- Recruitment and resourcing involve **attracting** and **selecting** individuals into a job role. Recruiting the right individuals is crucial for organisations who need people with the right skills and capabilities to deliver their goals. It's a critical activity, **not just for the HR team** but also for line managers who are increasingly involved in the selection process.
- The length and complexity of the recruitment process will vary depending on an organisation's size and resources. However, each of the following stages should be present:
 - Defining the role.
 - Attracting applicants.
 - Managing the application and selection process.
 - Making the appointment.



Job analysis - The first step is to spend time gathering information about a job from a variety of sources, whether the position already exists or is new. This analysis provides the information needed for the job description and person specification. It should include:

- The job's purpose and what duties are involved.
- How and where it could be carried out.
- What roles would be expected of the jobholder.
- How it fits into the organisations' structure.

Job description



- Job Title
- Responsible To
- In Charge of
- Duties – work that needs to
- be achieved
- And more!
- Variety of formats from simple to comprehensive to structured

Person specification

- A person specification (or job profile) states the necessary and desirable criteria for selection.
- Increasingly such specifications are based on a set of competencies identified as necessary for the performance of the job.
- Competency frameworks (Core/technical/Behavior) may be substituted for job or person specifications but these should include an indication of roles and responsibilities.





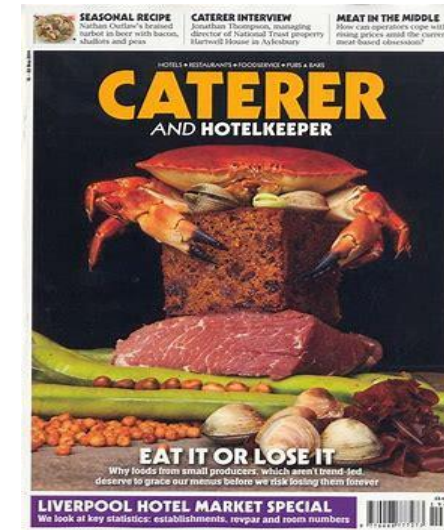
How do we recruit?

- Discuss and provide examples of the advantages and disadvantages of each method

Recruitment Sources



What do we mean by selection process?



Example



The Swan Hotel 4 ★

Chef

Kington, Herefordshire, West Midlands, England



⚡ Easy Apply

About us

The Swan Hotel is a small business in Kington, HR5 3AZ. We are professional and agile. We are looking for professional and hardworking individual.

Our work environment includes:

- Food provided
- Growth opportunities

We are looking for an experienced Chef to join our team and help create delicious meals for our customers. The ideal candidate for this position will have a passion for cooking, be creative and have a good understanding of the principles of food preparation. The successful candidate will be able to work independently and as part of a team, have excellent communication skills, and be able to work in a fast-paced environment.

Responsibilities:

- Have knowledge of various cooking techniques.
- Prepare meals and side dishes according to customers' needs and preferences.
- Ensure that all food is cooked and prepared in a timely manner

Source : www.glassdoor.com

Example

Responsibilities:

- Have knowledge of various cooking techniques.
- Prepare meals and side dishes according to customers' needs and preferences.
- Ensure that all food is cooked and prepared in a timely manner.
- Keep kitchen area clean and organized.
- Be able to explain dishes to wait staff and customers.

Job Types: Permanent, Full-time

Salary: £12.00-£13.00 per hour

Benefits:

Company pension

Employee discount

Free parking

Schedule:

Day shift

Overtime

Weekend availability

Supplemental pay types:

Bonus scheme

Tips

Yearly bonus

Ability to commute/relocate:

Kington, HR5 3AZ: reliably commute or plan to relocate before starting work (required)

Work Location: In person

Sample

Sample

Career Opportunities: Floor Supervisor Housekeeping (166317)

Requisition ID 166317 - Posted 11/08/2023 - United Kingdom - Shangri-La Hotel, At The Shard, London - Rooms - Permanent

[Job Descr](#)

Apply

Save Job

Email Job to Friend

Floor Supervisor Housekeeping

Do you have high attention to detail? Do you take immense pride in your working environment?

We have a great opportunity for a Floor Supervisor to join our Housekeeping department. You will be responsible for ensuring all guestrooms & floor areas are cleaned, maintained, and pressed to the standards of excellence by Shangri-La. You will deliver all requests aligned with our excellent service promise. The same care should be extended to all areas of the hotel, from heart of house. Floor supervisors are required to manage their team according to the Shangri-La values ensuring each team member is focused on delivering Shangri-La guest experience. You will be a gatekeeper in handling guest enquiries and requests through any means.

Does this sound like you?

- A pleasant & welcoming manner
- Intermediate, conversational fluency in English
- Relevant experience within a similar environment
- Supervisory experience
- Experience using KNOWCROSS software
- Ability to lift heavy items or move furniture which is essential for room checks
- Ability to be on your feet for long hours
- Flexibility, reliability, and adaptability
- Confidence and comfort with heights while working inside a high-rise building

Who are we?

The Shangri-La Hotel London is located in the Shard, Western Europe's tallest building. We are the first elevated luxury hotel in the city, bringing our roots in Asian hospitality to the West. Our guestrooms and suites – located throughout levels 34 & 52 of The Shard; with unparalleled views across London, the hotel features several signature dining venues & three river-facing event spaces. Located in London's most historic area, the hotel is nearby the financial hubs of the City and Canary Wharf as well as key tourist attractions such as Tate Modern, the Tower of London, St. Paul's Cathedral, Shakespeare's Globe and Borough Market.

In joining the Shangri-La Hotel London we will offer you an array of exclusive benefits and lifestyle options such as but not limited to:

- Competitive and generous pension contribution scheme
- 50% discounts in our exclusive award-winning luxury Restaurants and Bars
- Yearly "Tastecard membership"
- Complimentary dining whilst at work
- Complimentary dry-cleaning service for your work attire

Source : [Welcome: Shangri-La Group](#)

HOSPITALITY
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Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales



Prifysgol Cymru
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Activity

- Please write Job specifications and requirements of a hotel receptionist

I. Job Specification

II. Requirements

Bullet points will do. Upon completion, please upload your work in the chatbox.

Recruitment

- The majority (84%) of UK job applicants said they judge a company based on the process it uses for recruitment.
- The research also found 43% of job applicants don't want the recruitment process to be completely [automated](#) and instead want a [human touch](#).
- Do you prefer automated or human contact during recruitment?



Internal Recruiting

Advantages:

- Can be cost efficient- Vacancy filled, Expenses, Training
- Candidates are known to the organisation- skills, attitude
- Candidates are familiar with organisation culture
- Internal promotion may provide motivation to staff

The quality of a company's [recruitment process](#) was also found to directly affect the perception of the business as well as possible future engagement.

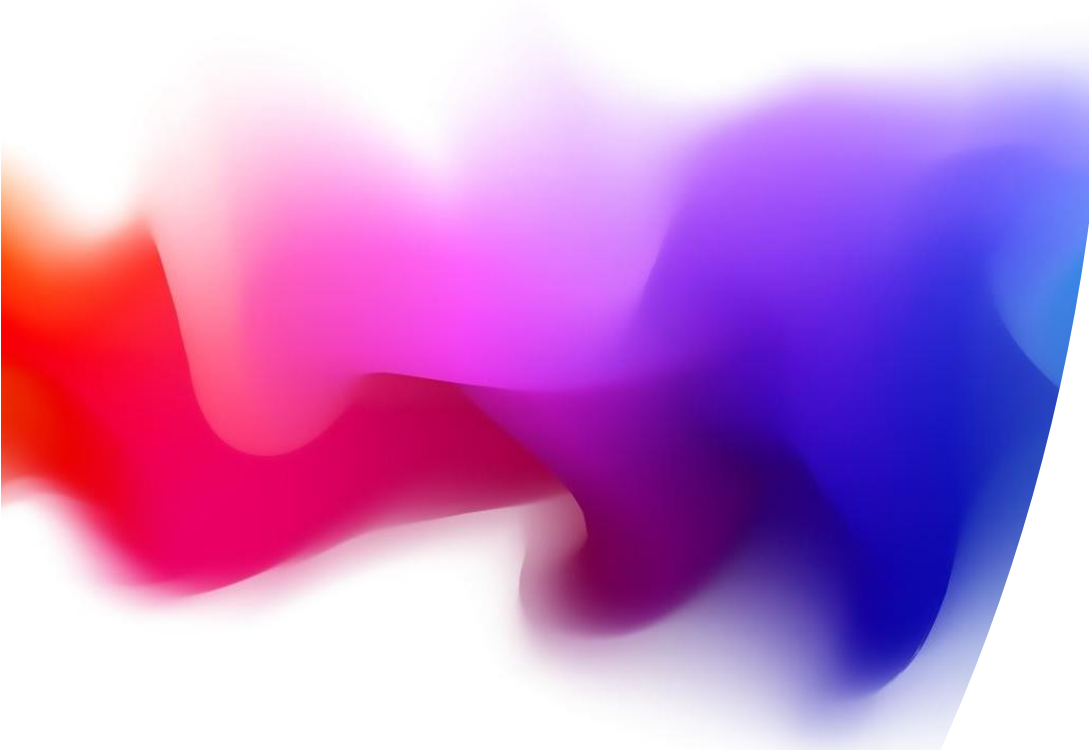


Internal Recruiting



Disadvantages:

- Internal candidates not successful maybe resentful- become unproductive, de-motivated
- New lower level vacancy created
- No new 'blood' - May lead to stagnation of ideas and approaches within the business
- Skills Gap
- Inability to find appropriate people/limited pool
- Political in-fighting
- Need for strong and frequent/constant T&D programs
- Can lead to de-motivation of existing staff
- Gaps in workforce



Careers Service
| University of
Wales Trinity
Saint David
(uwtsd.ac.uk)



SKILLS

The widening skills gap

- A significant number (71%) of businesses which saw growth over the last year had previously increased their training budget.
- Around half (47%) had prioritised developing their marketing, [innovation](#) (45%), and adaptability (44%) capabilities.
- Among businesses that saw a decline during 2020, 61% said they did not have a training strategy.
- In the UK, nearly half (40%) of executive leaders and two-fifths (41%) of HR leaders admitted to using [recruitment](#) of new talent to fill capability gaps.



RECRUITMENT

10% of our time recruiting
90% of our time making up for our mistakes in recruiting



What Mistakes do we make in Recruitment?

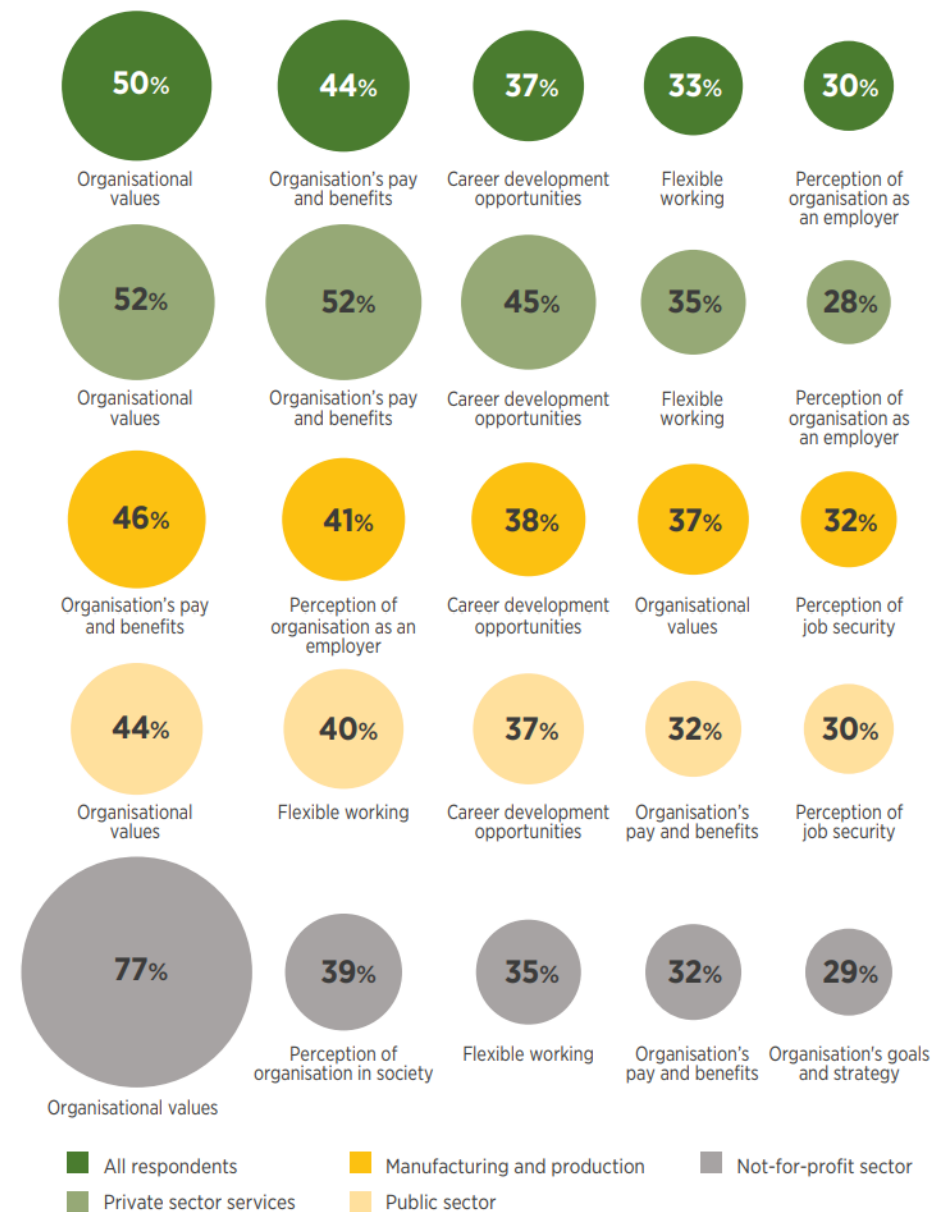
- Job advertisements – what might we include?

Shout them out!

When you see someone at your work waiting to be interviewed

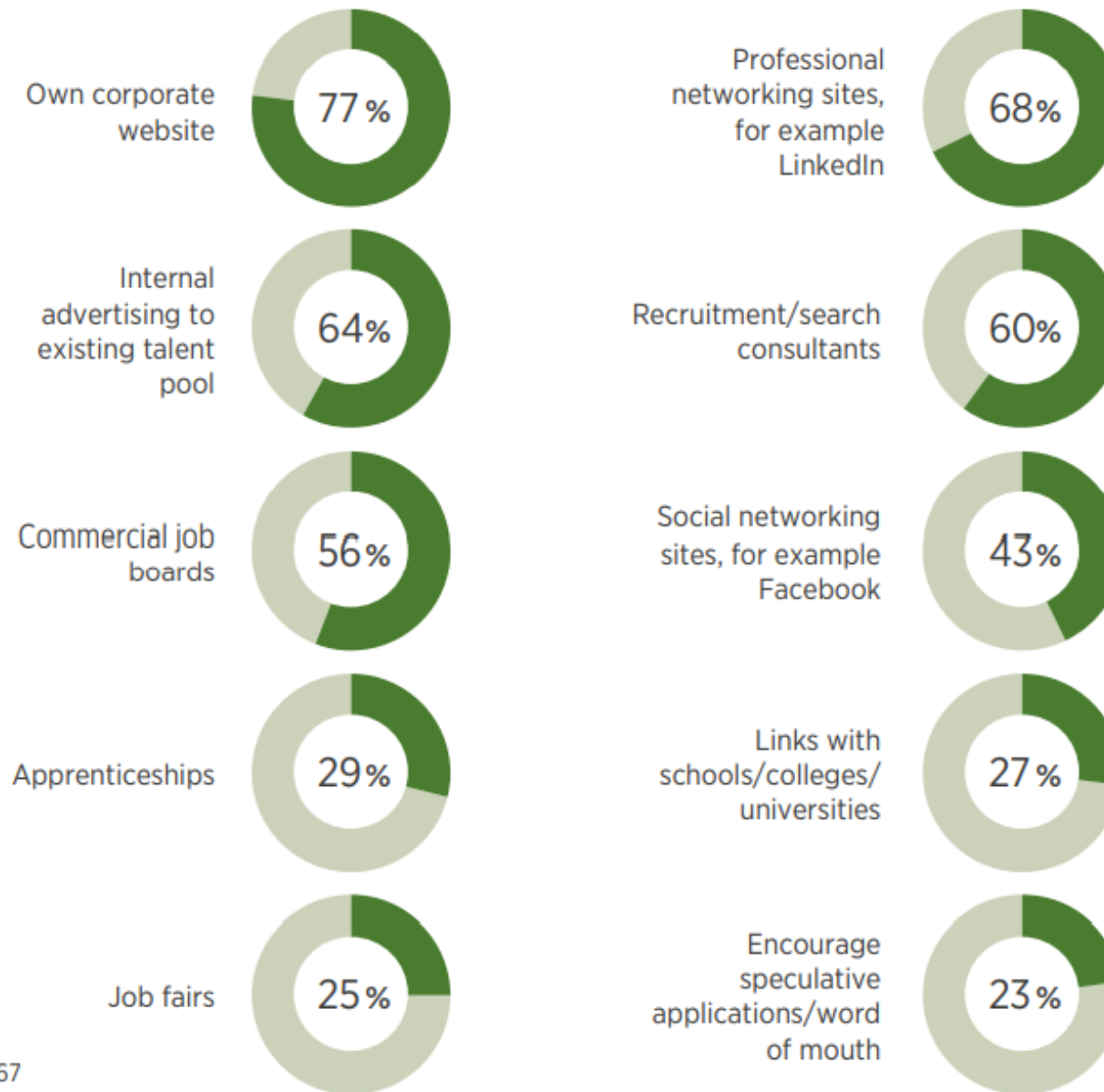


Figure 7: Top 5 most important elements of employer brand for attracting candidates (%)

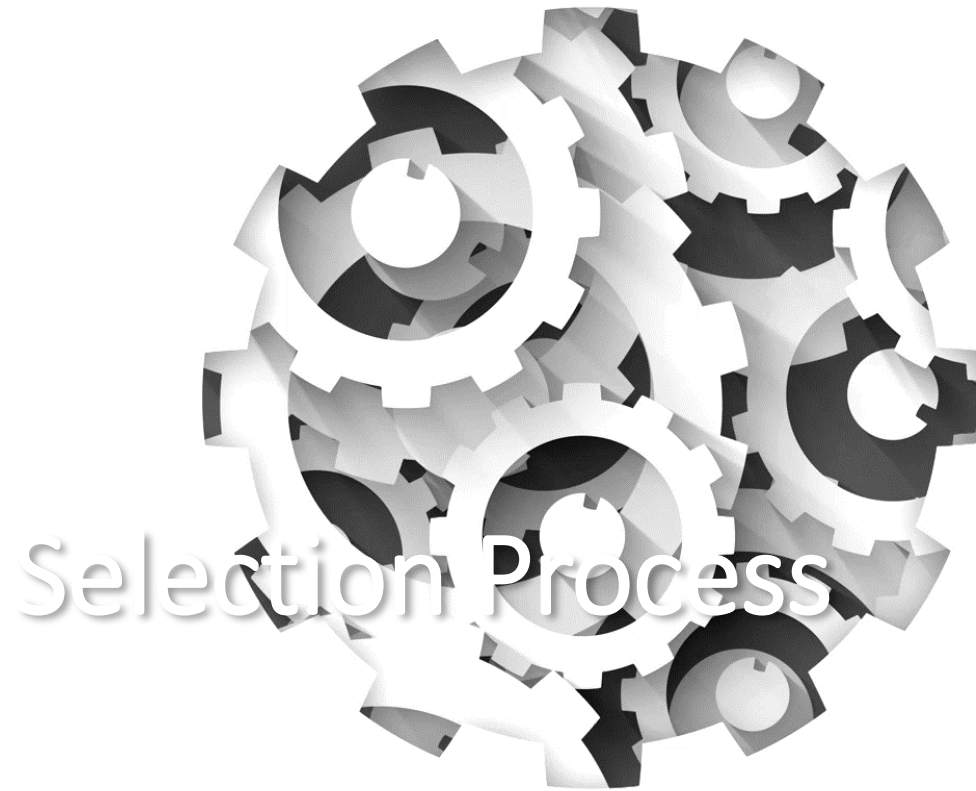


Base: n=506. Respondents could select up to three options.

Figure 8: Top 10 effective attraction methods in the last 12 months (%)



Base: n=567



Selection Process



Recruiting for diversity

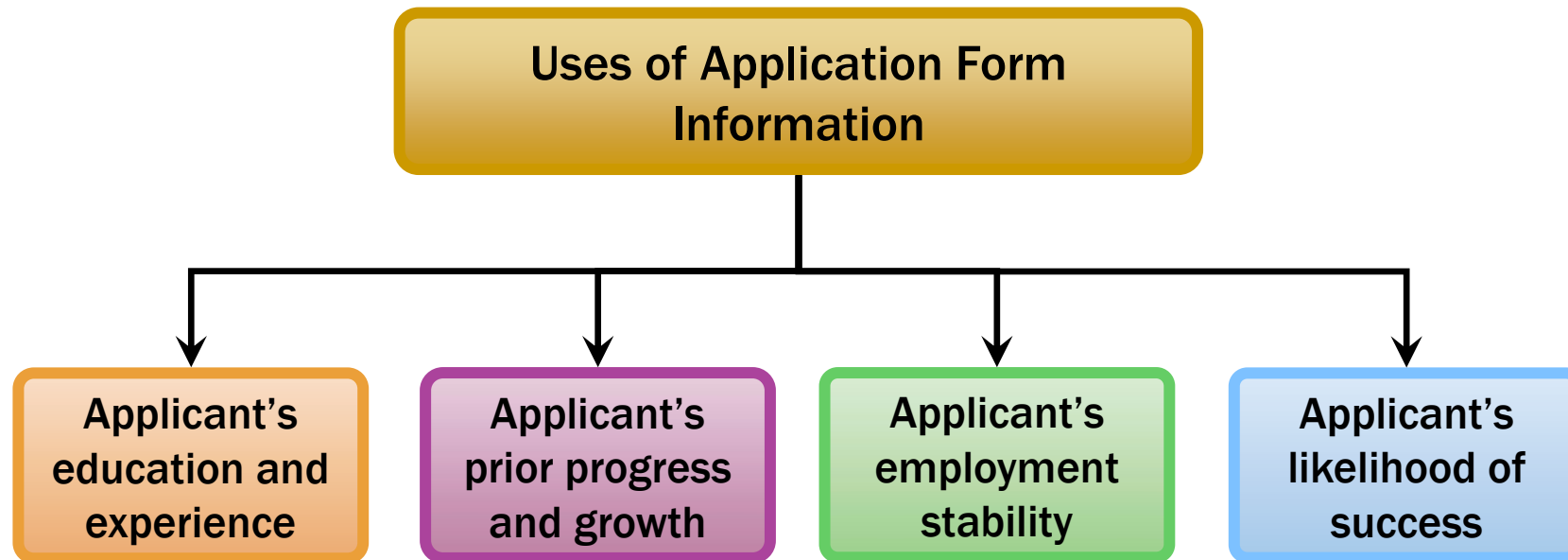
- Important to attempt to achieve a representative cross section of the population in recruitment pools:
- Remember the Equality Act, (2010) and the 9 Protected characteristics.



Abercrombie and Fitch

Developing and Using Application Forms

Why use applications/CV's?



CVs and Resumes

- What is included in your CV?



<https://www.jobscan.co/home-v2>

Jobscan ATS Resume Checker and Job Search Tools



Jobscan ATS Resume Checker and Job Search Tools

Jobscan's ATS resume checker will help you build or optimize your resume for a specific job listing so that you...

<https://www.jobscan.co/home-v2>

Unconscious bias: Stereotypical hiring practices. | Gail Tolstoi-Miller



Weakness of interviewing

- **Self-fulfilling prophecy effect** - Interviewers may ask questions designed to confirm initial impressions of candidates gained either before the interview or in its early stages.
- **Stereotyping effect** - Interviewers sometimes assume that particular characteristics are typical of members of a particular group. In the case of sex, race, disability, marital status or ex-offenders, decisions made on this basis are often illegal. However, the effect occurs in the case of all kinds of social groups.
- **Halo and horns effect** - Once interviewers rate candidates as 'good' or 'bad' in some aspects, they often replicate this judgement across the board, reaching unbalanced decisions.
- **Contrast effect** - Interviewers can allow the experience of interviewing one candidate to affect the way they interview others who are seen later in the selection process.
- **Similar-to-me effect** - Interviewers sometimes give preference to candidates they perceive as having a similar background, career history, personality or attitudes to themselves.
- **Personal liking effect** - Interviewers may make decisions on the basis of whether they personally like or dislike the candidate.

Artificial Intelligence: The Robots Are Now Hiring



How artificial intelligence and machine learning are used in hiring and recruiting | ZDNET

- **Top 3 AI and machine learning applications in hiring**

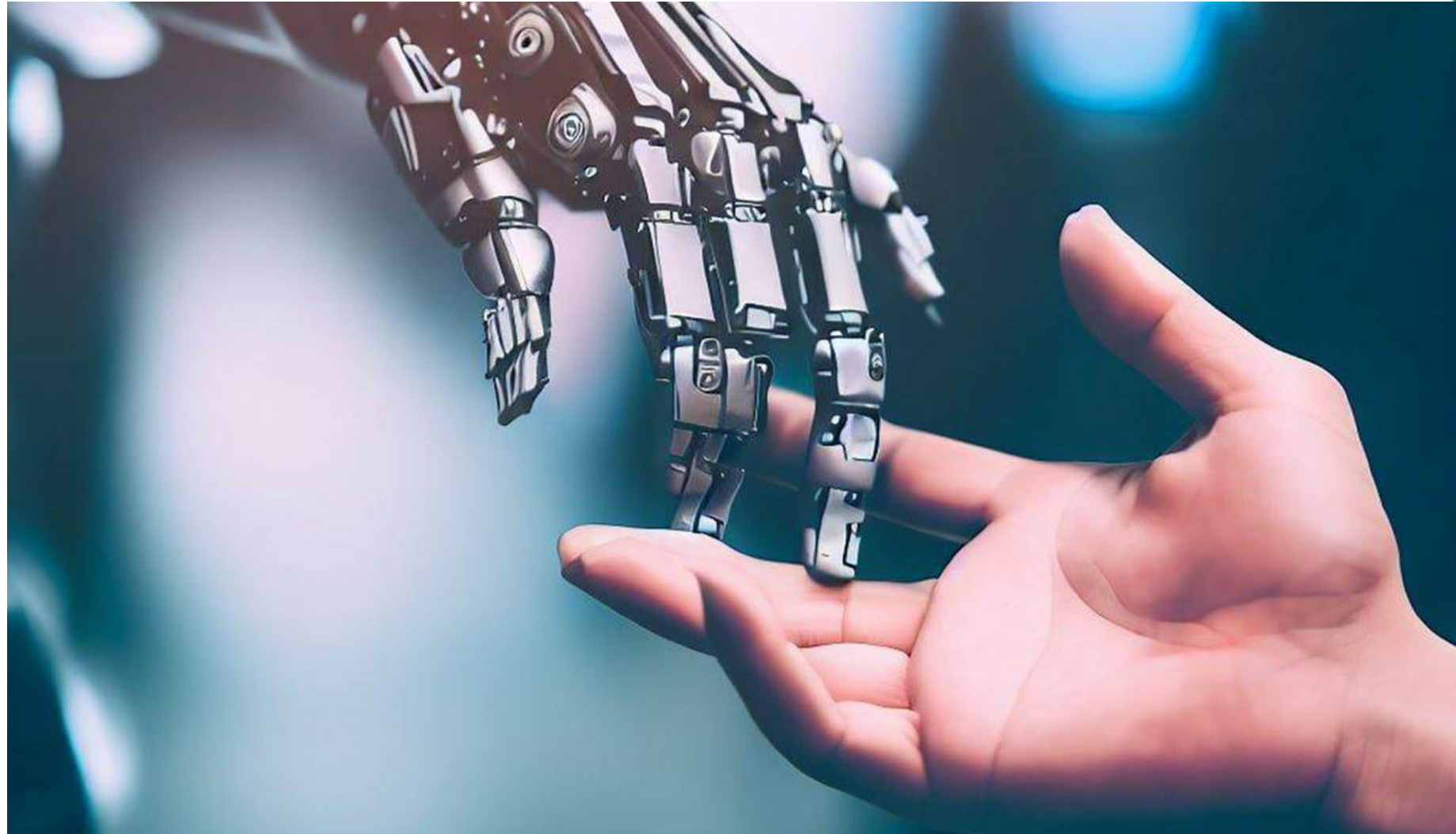
- 1. Talent sourcing**

- 2. Candidate engagement**

- 3. Prospective employee assessment and selection**

Using AI to screen candidates helps narrow down talent, making the hiring process quicker and more efficient

Embrace Technology



AI recruitment – read 1 ready to discuss next week in Ethics

- [How international hotel giant IHG is using artificial intelligence to bring HR and recruitment benefits | The People Space](#)
- [InterContinental Hotels & Resorts launches Artificial Intelligence rooms in Greater China - 2018 - News & Media - Newsroom - InterContinental Hotels Group PLC \(ihgplc.com\)](#)
- [AI in Recruitment: Artificial Intelligence over Human Intelligence? – Hotel-Online](#)
- [Employers deploy AI-powered chatbots to screen job applicants | Employee Benefit News](#)

Next Week!

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Useful sources of information regarding recruitment trends



- The CIPD's [Resourcing and talent planning](#) survey provides data on recruitment trends and employers' practices, and their quarterly [Labour market outlook](#) monitors economic and labour market indicators and the recruitment outlook.
- Very good sources of information – please use them!

Read me...

- [Staff anxiety the biggest coronavirus challenge for businesses, survey finds \(peoplemanagement.co.uk\)](#)
- [How can HR support working parents during lockdown? \(peoplemanagement.co.uk\)](#)
- [Coronavirus: HR and facilities teams must work together to keep workplaces hygienic \(peoplemanagement.co.uk\)](#)

Further Reading

- LANCASTER, A (2019) *Driving performance through learning*. London: Kogan Page
- KENNER, M. (2018) [Businesses must embrace brain-friendly learning, says neuroleadership expert](#). *People Management* (online). 22 January
- HR Magazine - Is engagement fact or fiction?
- E. Pulakos, R. Mueller-Hanson, R. O'Leary, and M. Meyrowitz, *Building a High-Performance Culture: A Fresh Look at Performance Management* (Alexandria, VA: SHRM Foundation, 2012); H. Aguinis, "An Expanded View of Performance Management," in J. W. Smith and M. London (eds.), *Performance Management* (San Francisco: Jossey-Bass, 2009), pp. 1–43; and J. Russell and L. Russell, "Talk Me through It: The Next Level of Performance Management," *T + D*, April 2010, pp. 42–48.
- R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M. (2018) *Human Resource Management: Gaining Competitive Advantage*. 13th Edition, McGraw-Hill, Boston.



I look forward to seeing you next week. If you have any questions in the meantime, please send an email or on the Teams tile!

Week 3 (Last slide)

- Try to do the information search on the job advertisement. Collect some information on job specifications and job requirements in hotels.



dreamstime.com

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