

ABDUS SATTAR(1812989)

The Renaissance Hotel situated in Chittagong, Bangladesh is part of the famous hotel chain Marriott International. Marriott International caters for both the consumers from luxury class and the premium class. They have run a handful number of hotel brands. According to their website, they currently run 30 brands with 7,003 properties in 131 countries and independent territories around the world. They have in total over 1,332,826 rooms in their properties. In Bangladesh, they opened their other brands before such as starwoods, Sheraton, Le meridian, westin etc. Now they opened a hotel in the port city, Chittagong which happens to be country's most important commercial hub and tourist attraction with its natural coastal beauty and hilly forest region(According to Marriot(Marriot weekly,2019)

I am to propose a proposal towards the training, attracting and retaining talented and skilled professionals for the food and beverage services offered in the renaissance hotel in Bangladesh.

Defining talented professional is always hard. **Luthans'** comment that '*an employee is being talented because of his/her human capital of abilities, skills, experience and knowledge, and due to their social capital of social skills and abilities to create relationships of trust and by then develop a network in the organization.*'¹ On the other hand, skilled professional can be defined as someone who has experience in the relevant field or has some kind of education from a recognised body in the relevant field.(Luthans et. al., 2004

It happens to be a fact that, hospitality and tourism industry oversee highest rate of turnover in all over the world. As per USA Beurau of labor statistics, the turnover rate of employees in hospitality industry is 2 to 3 times higher than every other industry. Similarly, American Hotel and Motel Association's research found that average employee turnover in this industry is 60 to 300 percent. Across the Atlantic, **smallerbusiness.co.uk**, in Britain, employee retention rate in hospitality industry is at 70% while the national average of 85%.

Crucial factor is that, '*Organizations spend a significant amount of money to replace an already-trained*

Manager.'² Bryant & Allen commented³, 'Training a new employee or manager also means losing the

productivity of the trainer, not only that, replacing an experienced employee, from managers to hourly employees, could become costly to the hospitality industry because preparing new workers takes a significant amount of labor, which equals lost money'.⁴

. Bryant and Allen furthermore indicated that 'organizational leaders spend 30% to 50%

of the yearly salary for entry-level employees, up to 150% of the salaries annually for middle-level employees, and as high as 400% of the annual salary to replace those in upper management

positions. They argued that if a hospitality organization retains steady, long-term employees, its

productivity would likely increase from increased employee loyalty.

Using the proposal theme, critically analyse the effectiveness of job description as a tool to recruit, performance management. Train and development Marriot employees with skill and attitudes for life long employment. Demonstrate an understanding of the manager role in inspiring high performance and employee engagement.

In simple, retaining employees is very important for hotels from these academicians analogy. Unfortunately, retaining is a challenge which needs to be overcome in this particular industry.

Next comes training, according to **Mcmohan**⁵ and **Randall and Senior**⁶, *‘service quality and employee retention is directly linked with the training and development of the employee.’* They opined that developing an employee through training and coaching make the employee feel valued to the organisation and part of the organisation and of course, after receiving better training, they perform better while producing the service to the customer.(Mcmohan and Randall and senior)

From the analysis of these two sets of comments on retention of employees and the training of employees in the hotel industry, it is inevitable to conclude that training is the most important factor in hospitality industry and it greatly contributes towards the employee retention goal of the company.

Now, in Bangladesh, Renaissance hotel needs to overcome all these challenges. To attract, the common idea is employees are more attracted to famous and valued brands, probably basing on their increased chance of being valued afterwards even if they do not stay there.

Anja Zojceska⁷, in the online journal **talentlyft.com**, pointed out few reasons behind these challenges. She commented, it is often assumed that a role in hospitality industry is a low paid, unsociable and long hours position, with a view that the role has an inferior social status in some cultures. In Bangladesh, due to high power distant culture, this assumption of the society

Bibliography

⁵ Published in 1999

⁶ Published in 1996

⁷ published in 2018

will prove to be a challenge, which will be hard to overcome. She subsequently prescribed on ways to attract to attract the right man for the job in this industry. They are-Writing clear job description when advertising the role, brand image of the employer, Highlighting the employee value schemes of the recruiting organisation, making applying user friendly etc.

Furthermore, she emphasised that reaching out the right candidates is also an important factor in this industry.

As to writing clear job description, in the job description writing guideline of Newcastle University, it was pointed out that Clear job description clarifies what are the responsibilities going to be for the person applying for the role. In my opinion, this is as important as describing the food in the food menu of the restaurant. For food menu, the better customer can understand what is there in offer, the better they can decide as per their tastebud. For jobs, a job description serves as a menu. The better it can describe the role and expectations, the clearer the person applying can decide what is his/her interest in it and how it can support his/her life. Increased salary is not always a perfect solution. It is often quoted that ‘people work to live, not live to work.’ A clear job description makes it easy for the person interested to decide whether the work will allow him to live or not, whether he/she is truly interested in the duties or not. I propose that the new Renaissance Hotel in Bangladesh should focus on a distinct and clear job description to attract the right employee for food and beverage section of the hotel. I am attaching a job description with checklist of duties in both the shift, (am & pm) as it was asked in the task. I am attaching a job description P+B restaurent. In order to do that, I have referred to few job adverts in Marriott International careers website.

After preparing a clear job description, the brand image of the employer becomes vital. Renaissance is a reputed name globally in hospitality industry and on top of that the parent Company Marriott International is a global name as well. However, in Bangladesh, it is a new venture of renaissance. would recommend to advertise that renaissance is owned by Marriott international and Marriott also owns many other reputed names in hospitality sector of Bangladesh as mentioned. In this way, potential employees will see a renaissance a name, worthy to work for. Using the job checklist recent performance..

For reaching to the right candidate, advertising should be done in global career portals such as LinkedIn, as well as local jobsites such as www.bdjob.com and www.baira.org. Along with the online advertising, notice boards and paper journals of BAIRA and Bangladesh Parjatan Corporation should not be ignored. Bangladesh Parjatan Corporation is the state owned tourism development company in Bangladesh and they run a lot of hotel and motel inside the country and train staffs for this particular industry. Moreover, would suggest to develop a training and recruiting partnership with the other famous hotels in the country.

As it is already mentioned that service quality and employee a good job description +checklist tells staff what to do =engages them so return them.it is directly linked with the training. emphasise on the point that without training, the staffs will not even be ready to be the part of Marriott international. Hotel business is mainly a service based business. Uniqueness of service is an important criteria which must be followed. As it appears from the website of Marriott International Career website and other feedbacks from famous travel journals and marketplaces such as Tripadvisor.com, Marriott international maintain an uniqueness in their service and food and beverage is no different. To maintain that uniqueness, regular training, even to a skilled employee in this industry will be important. Now, the question comes what kind of training shall be given and how.

According to **Hotelmanagement.net**, visited on 09th December, 2019,

Marriott claims to provide 15 minutes to training each day to each hourly employee. The training addresses the essential skill and knowledge areas, such as food & culinary, rooms operation, purchasing, that are essential for employees to master in order to do their jobs. Another training they provide is gateway basis, for different process path, different training. For example, for a kitchen associate, kitchen cleaning training, for a bartender, training on mixing and garnishing drinks. Except that, on specific hotel management, especially for managers and hiring managers, they claim to provide specific training. They have a training programme Comprised of 15 modules, including Welcome to Marriott Management, Communicating for Success, Hiring the Best, Training and Developing your Associates, Coaching for Great Performance, Building Top Performing Teams, Conducting Performance Appraisals, Managing Conflict, Juggling Time, Business Basics, Create Experiences, Effective Daily Meetings, Goal Setting, Your Career and You, and Stress Management. These type of training makes the managers more skilled and make them aware of what is asked from them. On top of that, they feel valued and part of the organisation.

Except these usual training path of Marriott International, would propose to launch a regular English Language programme for all the food servers and cultural awareness training. The reason behind my proposal is in Bangladesh, though English is widely spoken, but it is not the first language. Another Aspect is for a cultural notion of assumption that this job is of inferior in social hierarchy; most applicant will not have an English medium education. Cultural awareness training will be crucial to prepare them for serving the guests from different cultures and different taste buds.

Bibliography:

Books and Journals:

1. *Luthans et. al., 2004*
2. *Oldroyd & Morris, 2012*
3. *Mapelu & Jumah, published in 2013.*
4. *Bryant & Allen, published in 2013.*
5. *Milman & Dickson, published in 2014.*

Website:

1. **smallerbusiness.co.uk**
2. **balancecareer.com**
3. **talentlyft.com**
4. **www.Marriott.com**
5. **www.bdjobs.com**
6. **www.mocat.gov.bd**
7. **www.hotelmanagement.net**
8. **www.ncl.ac.uk**

Attachment: Work description and am/pm duties for a bartender or Bar Manager:

Referred to the bartender position advertised for Dubai Ritz-Carlton Hotel specifically.

Job Category Food and Beverage & Culinary

Location: Chittagong, Bangladesh

Brand: The renaissance Hotels

Schedule: Full-time

Role Type: Hourly

JOB SUMMARY

Responsibilities for set-up, mixing of drinks, service and clean-up for catering bar functions. In so doing, is expected to direct all effort toward guest satisfaction, the achievement/maintenance of division standards, and profit maximization.

CANDIDATE PROFILE

Expected Experience:

- Minimum of 2-year experience of a similar position within a five star hotel
- Skills and Knowledge
- Thorough beverage knowledge
- Sales Person – Ability to suggest and up sell
- Friendly and outgoing
- Basic Computer Skills
- Education or Certification
- Diploma or degree in hotel management
- Bartender Certificate

SPECIFIC DUTIES

The following are specific responsibilities and contributions critical to the successful performance of the position:

- Punch in, as schedule, ready to work and according to Grooming Standards.
- Check for captain for required set up and type of service assignment.
- Have bar set up “ready to go” 15 minutes before function is scheduled to start.

- This involves: An adequate supply of following (to last through the duration of the function, if possible). Ice, water, mixer, all ingredients necessary for preparing drinks. Glasses, garnishes, napkin and side towel. Matches/ashtrays cigarettes.
- Perform cashier duties, if required. This involves handling tickets and cash as per Marriott International Food and Beverage SOP.
- Prepare and served drinks as per Marriott standards, policies procedures using a jigger as all times.
- Never leave your bar during a function unless properly relieved by another bartender or the captain/maitre d
- At all times the bar area should be maintained in a clean and organized condition. Practice "clean as you go".
- After function is over and guest have left the room, breakdown and thoroughly clean the bar.
- Ensure the proper storage of liquor, fruit and equipment, all liquor to be secure.
- To comply with all local laws and regulations.
- To report issues or requirements to the supervisors.
- When requested, is ready to work as a waiter/waitress as well.
- To have a clean uniform and impeccable personal grooming in compliance with company standards.
- To be at the assigned work area, in uniform, and ready to work at the time that is scheduled.
- The waiter/waitress will be responsible for these set up, bussing and clean up of all the following table service necessities as well as the proper storage of this equipment in its proper place after use in the room (to put things in the proper place).
- All Event Operations bartenders will be required to completely familiarize himself with the location of each of the function rooms and related areas and the various workable types of set up to include the following: school style, theatre style, conference style, U-Shape, Hollow square, Hollow rectangle, Banquet style, T-Shape, E-Shape, Different types of buffet set up, Coffee Trolley.
- Set up, service, breakdown and vacuuming of all department functions to include: meetings, breakfast, lunch, dinner, receptions, banquet hall cleaners, dances/concerts, exhibits, general cleaning of all area and vacuum, outdoor catering.
- Set up and handle tables, i.e. rounds, rectangles, ovals, schoolroom etc.
- The waiter will be totally responsible for ensuring that each service piece of linen china, glass and silverware is spotless before it is placed on a table, and that each table is set up uniformly.
- Each waiter will be responsible for attending menu class before each of their designated function with the supervisor/managers in able to obtain better food and beverage knowledge.
- To introduce one's self to the guest on one's station and project a warm cheerful, enthusiastic desire to be of service.
- To wear a name tag as part of the proper uniform, as well as no excessive jewelry to be worn while working.
- To comply with all safety regulations and company policies as outlined in the Employee's handbook.
- To assist customer whenever possible/
- To attend meetings when scheduled.
- Become totally familiar with how to read a Banquet Event Order (BEO) and how to set a room from that order.
- To perform all other reasonable as requested by the management.
- To ensure that all props after each function is store back in the designated area and handles with great care.
- To ensure that all bar equipments, fixture and furniture are handled with great care.
- To create a good working relationship with co-workers and maintain a courteous attitude towards the management and all the employees and guests of the hotel.
- To bring any problems that may occur or any special requests by guests to their supervisor's attention as soon as possible.

- To provide the best possible proper service of guests of this hotel at all times.
- To practice constantly the “Clean as you go” policy to uphold the highest sanitation standards.

Additional duties and Expectation:

Safety and Security:

- Report work related accidents, or other injuries immediately upon occurrence to manager/supervisor.
- Follow company and department safety and security policies and procedures to ensure a clean, safe, and secure environment.
- Notify Loss Prevention/Security of any guest reports of theft.
- Policies and Procedures
- Follow company, hotel and department policies and procedures.
- Follows Marriott International Hotels Limited Regional Office policies and procedures
- Maintain confidentiality of proprietary materials and information.
- Ensure uniform, nametags, and personal appearance are clean, hygienic, professional and in compliance with company policies and procedures.
- Protect company tools, equipment, machines, or other assets in accordance with company policies and procedures.
- Perform other reasonable job duties as requested by Supervisors and Management.
- Working hours as required to do your job but normally not less than 48 hours per week.

Guest Relations:

- Actively listen and respond positively to guest questions, concerns, and requests using brand or property specific process (e.g., LEARN, JW Symphony of Service) to resolve issues, delight, and build trust.
- Assist other employees to ensure proper coverage and prompt guest service.
- Anticipate guests' service needs, including asking questions of guests to better understand their needs and watching/listening to guest preferences and acting on them whenever possible.
- Address guests' service needs in a professional, positive, and timely manner.
- Engage guests in conversation regarding their stay, property services, and area attractions/offerings.
- Thank guests with genuine appreciation and provide a fond farewell.
- Welcome and acknowledge each and every guest with a smile, eye contact, and a friendly verbal greeting, using the guest's name when possible.
- Supply guests/residents with directions and information regarding property amenities, services, and hours of operation, and local areas of interest and activities.

Communication:

- Answer telephones using appropriate etiquette including answering the phone within 3 rings, answering with a smile in one's voice, using the callers' name, transferring calls to appropriate person/department, requesting permission before placing the caller on hold, taking and relaying messages, and allowing the caller to end the call.

- Speak to guests and co-workers using clear, appropriate and professional language.
- Talk with and listen to other employees to effectively exchange information.

Working with Others:

Am- Checklist of duties and expectation

Time	Description 7am-3pm
7.00am	Preparing the dining room and providing morning tea and coffee
8.00 am	Serve the breakfast. Take feedback
9.00 am	Clean the dining room
11.30am	Taking orders for lunch for any special items.

PM-CHECKLIST OF DUTIES AND EXPECTATION

Time	Description 3pm-11pm
12.00pm	Prepare the lunch
12.30	Provide the Lunch . Take feedback
4.30	Give light food if needed
9.00pm	Call for the dinner and take feedback

Support all co-workers and treat them with dignity and respect.

Quality Assurance/Quality Improvement:

- Comply with quality assurance expectations and standards of Marriott International as per the employee handbook.

Physical Tasks:

- Enter and locate work-related information using computers and/or point of sale systems.
- Stand, sit, or walk for an extended period of time or for an entire work shift.
- Move, lift, carry, push, pull, and place objects weighing less than or equal to 10 pounds without assistance.

Conclusion

IN this proposal, the knowledge and skill of the food and beverage employees have been identified. The manager of the food and beverage department need to know the requirement of the customers . When and what services are required to serve is the main thing to identified so many menu item of food and beverage and timing of providing in a professional manner. So the employees of the hotel need to develop their communication skills and providing right information, know the customers, satisfaction level ,getting feedback and maintaining cutomers history to be successful in their role...