

BMTP5019

Operations Management for Tourism, Leisure and Events

Effective Recruitment and Training Strategies



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

Lesson Objectives

Today, we will;

- Learn how to create effective recruitment strategies for hotels, focusing on seasonal staff and language needs.
- Understand how to customise recruitment to attract diverse talent and meet business goals.
- Apply staff training best practices to ensure excellent customer service in hotels.



The Importance of Recruitment in Hospitality

Why is attracting the right talent important?

- A hotel's success relies on the **quality of service**, and staff are key to creating great guest experiences.
- In hotels with diverse guests, hiring **skilled** and **culturally aware** staff is important.
- Multilingual employees assist with **communication**, while culturally aware staff understand **guests' expectations**.
- This creates a **welcoming environment**, boosting **customer satisfaction**, **repeat business**, and **positive reviews**.

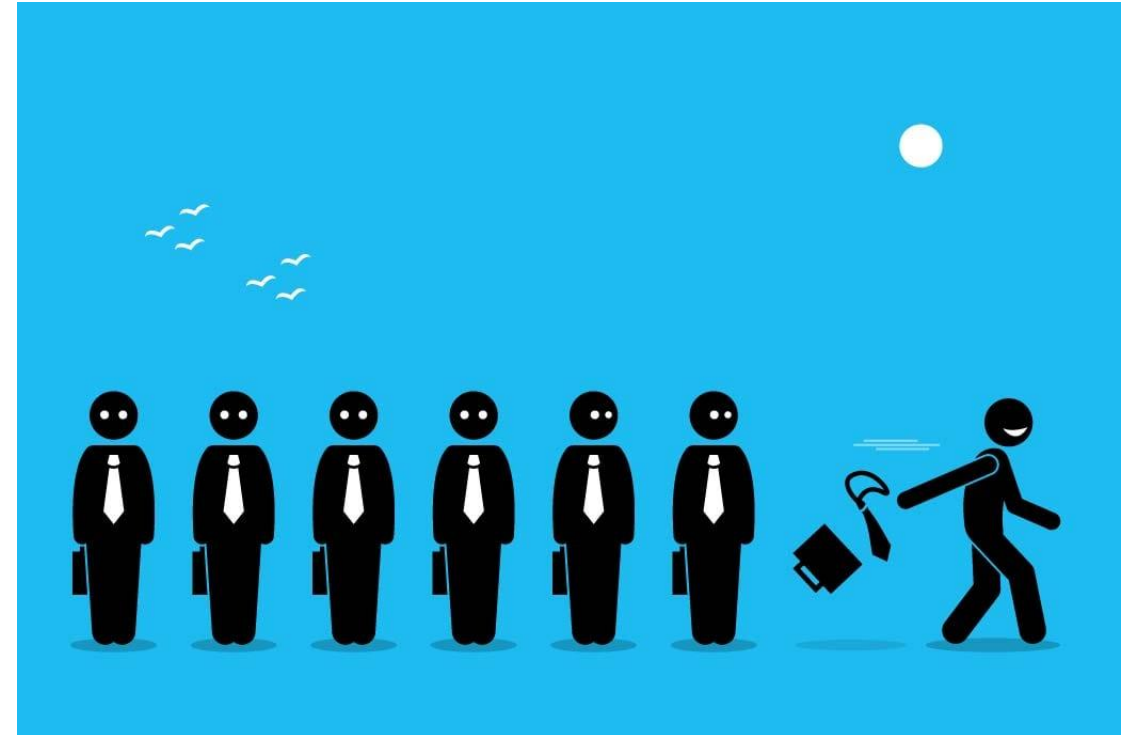


Challenges with Seasonal Staff

What are the challenges that come with recruiting seasonal staff?

1. Turnover Rates

- Seasonal workers are hired for **short-term positions**, leading to **high turnover** as they leave after the busy season.
- This can **disrupt operations**, **lower team morale**, and create **training gaps** as new staff need time to learn the job.



Challenges with Seasonal Staff

What are the challenges that come with recruiting seasonal staff?

2. Right Skills

- Seasonal workers may **lack the experience or qualifications** needed, so hotels must balance speed with quality when hiring.
- Finding workers who fit the **hotel's culture** and **maintain high service standards** during busy times can be challenging
- Why? Temporary staff may not fully grasp the hotel's values and operations.



Language Recruitments

In hotels with international guests, multilingual staff are key to providing smooth, personalised service and overcoming language barriers for non-local guests.

What are the benefits?

- Multilingual staff **improve communication**, making guests feel more comfortable and valued, which boosts satisfaction.
- Speaking the guest's language helps **build trust**, making it easier for them to share their needs or concerns.



Language Recruitments



What are the benefits?

- Multilingual staff improve the **hotel's reputation**, as guests who feel understood are more likely to return or recommend it.
- They can handle a range of guest requests, from simple ones to more complex issues.
- In diverse tourist areas, language skills is crucial, as guests come from many different cultures with unique expectations.

Defining Recruitment Needs

Identifying the right skills and qualifications for different hotel roles starts with understanding the specific demands and responsibilities of each position.

1. Front Desk Staff:

Skills needed:

- Good communication, problem-solving, customer service, multitasking, knowledge of booking systems, and staying calm under pressure.

Qualifications:

- Experience in hospitality or customer service, and knowing foreign languages are valuable for working with international guests.



Defining Recruitment Needs

2. Housekeeping Staff

Skills needed:

- Attention to detail, time management, physical stamina, and the ability to work alone or with a team.

Qualifications:

- Previous housekeeping experience is preferred, but some hotels offer on-the-job training. Knowledge of safety and cleanliness standards is important.



Complete the same for Restaurant Staff (servers, cooks, bartenders) and management roles.

How can we target seasonal and multilingual talent?

Sourcing **seasonal talent** requires a combination of targeted methods to ensure you find the right candidates for the job.

Job Fairs & Recruitment Events:

- Job fairs help find seasonal workers and connect with potential candidates.

Recruitment Agencies:

- Agencies provide qualified, pre-screened seasonal staff quickly, making them an efficient option for filling temporary roles.



How can we target seasonal and multilingual talent?

Sourcing **seasonal talent** requires a combination of targeted methods to ensure you find the right candidates for the job.

Seasonal Job Listings & Social Media:

- Post seasonal jobs on sites like Indeed, LinkedIn, or industry boards to attract short-term workers.
- Social media platforms like Instagram and Facebook are ideal for reaching younger job seekers.

Internal Referrals:

- Encourage current staff to refer friends or family for seasonal roles, as they're likely to fit your hotel's culture and values.



How can we target seasonal and multilingual talent?

Sourcing **multilingual talent** requires a combination of targeted methods to ensure you find the right candidates for the job.

Online Language Tests:

- Use platforms like Duolingo to quickly assess candidates' language skills for effective communication with international guests.

Language Schools & Universities:

- Partner with language schools or universities to find multilingual candidates, including through internships or externships.



How can we target seasonal and multilingual talent?

Sourcing **multilingual talent** requires a combination of targeted methods to ensure you find the right candidates for the job.

Multilingual Job Boards:

- Websites like Multilingual Vacancies and Top Language Jobs attract bilingual or multilingual candidates.

Local Communities & Cultural Organisations:

- Engage with local cultural groups to find multilingual individuals for hospitality roles, especially in diverse areas.



What about attracting diverse talent?

Attracting diverse talent in the hospitality industry requires a strategic approach that emphasises a welcoming workplace environment.

1. Employer Branding:

- Highlight inclusivity and diversity
- Promote work-life balance and benefits
- Engage on social media

2. Job Descriptions:

- Use inclusive writing
- Highlight opportunities for career growth
- Tailor requirements to essential skills

3. Recruitment Platforms

- Hospitality specific job boards
- International student networks (e.g. [studyabroad.com](https://www.studyabroad.com))
- Local community networks



Activity

- You will design a recruitment advertisement for a seasonal hotel position, such as a front desk agent or tour guide, that includes specific language requirements.
- The ad should highlight the key skills and qualifications necessary for the position, with a focus on the languages needed to effectively communicate with diverse guests.
- An example can be found in Moodle!



**What strategies could
hotels use to attract
seasonal employees who
may not have a long-term
commitment?**

Cultural Competence Training

Cultural competence training is key in hospitality, helping staff provide respectful, personalised service for international guests.

1. Respecting Customs and Etiquette:

- Respecting cultural customs and etiquette is important, as **different cultures have varying expectations**. For example..
- ... some value punctuality, while others are more flexible.
- Staff trained in these differences can **avoid misunderstandings**, such as knowing when to use formal or casual language with guests.



Cultural Competence Training

2. Anticipating Preferences and Needs:

- Cultural competence helps staff **understand guest preferences**, such as food choices or room settings. For example...
- ... some may prefer vegetarian or halal food, while others value privacy or quiet spaces.
- Recognising these needs allows for a more **personalised experience**.

3. Minimising Conflict or Misunderstandings:

- It also helps prevent misunderstandings by teaching staff to handle **sensitive situations**.
- E.g. differing views on personal space, ensuring guests feel respected and comfortable.



Cultural Competence Training

4. Enhancing Communication:

- Effective communication involves **understanding non-verbal cues**, like eye contact, which vary across cultures.
- Training staff to recognise these differences helps avoid miscommunications and enhances guest experiences.

5. Strengthening the Hotel's Reputation:

- Hotels known for cultural competence attract more international guests.
- When guests see that staff respect cultural differences, they're more likely to return or recommend the hotel.



Understanding Tourist Needs

When providing services to tourists, it's important to recognise that different types of travellers have different needs.

Families:

- They usually look for convenience and comfort.
- Offer family-friendly accommodations (e.g., spacious rooms, kid's activities).
- Provide safety and easy access to attractions suitable for all ages (e.g., zoos, theme parks).
- Offer packages that include meals or transportation to avoid extra hassle.



Understanding Tourist Needs

Business Travellers:

- Need quick and efficient services.
- Provide fast Wi-Fi, comfortable workspaces, and meeting rooms.
- Offer early check-in/late check-out options for flexible schedules.
- Focus on locations near business centres or airports.



Adventure Tourists:

- Look for excitement and outdoor experiences.
- Offer adventure packages like hiking, rafting, or safaris.
- Provide gear rentals, guides, and safety information.
- Focus on remote or unique locations that offer a sense of exploration.

How can we measure training effectiveness?

To evaluate whether staff have mastered the necessary skills, it's important to use different methods to get a complete picture.

1. Feedback Surveys:

- After training, ask staff and managers for feedback to see if the content was clear, useful, and made staff feel more confident.

2. Performance Reviews:

- Regularly assess staff performance based on key tasks.
- Check if they've improved in areas like customer service or communication, using formal reviews or informal assessments.



"You're a Super Performer ... so you get a lollipop."

How can we measure training effectiveness?

3. Guest Feedback:

- Ask customers about their experience to see how well staff apply their training.
- This shows areas for improvement or where staff are doing well.

4. Observation:

- Managers can watch staff interactions to assess their skills in action and spot areas that need more practice or attention.



How can we measure training effectiveness?

5. Skills Testing:

- Use tests or role-playing to see how staff apply their training in real-life situations, checking both technical and people skills.

6. Training Retention:

- After some time, revisit training content to see if staff remember and use what they learned, showing whether the training was effective.



Ongoing training and upskilling

Ongoing training and upskilling are crucial for keeping staff sharp and adaptable in an ever-changing work environment.

Why does continuous learning matter?

1. Staying Current:

- Industries, customer expectations, and technology evolve.
- Refresher courses keep staff updated on trends, tools, and best practices.
- This ensures compliance and competitiveness with new service tech, safety protocols, or regulations.



Ongoing training and upskilling

2. Boosting Morale and Engagement:

- Providing growth opportunities, like certifications and workshops, boosts motivation, shows commitment to development, and reduces turnover.

3. Enhancing Skills:

- Regular training helps staff improve current skills and learn new ones.



Ongoing training and upskilling

Adaptability and Innovation:

- Continuous learning helps employees handle changes and challenges, making them more versatile and prepared for new roles.
- This flexibility leads to creative solutions and workplace improvements.

Improving Customer Experience:

- Ongoing training helps staff deliver high-quality service by keeping their skills up to date.
- Trained employees can better handle challenges and provide a better experience, increasing customer satisfaction and loyalty.



I look forward to seeing you next week.

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

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