

BMTP5019

Operations Management for Tourism, Leisure and Events

Human Resources



HOSPITALITY
AND
TOURISM
MANAGEMENT



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



Prifysgol Cymru
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Introduction to HR in Hotels

- Human Resources (HR) in hotel ensures the hotel runs smoothly by handling staffing, training, and employee management, all of which affect guest service quality.
- HR is key to maintaining good employee performance, satisfaction, and guest experiences.



Introduction to HR in Hotels

HR in a hotel involves:

- **Recruitment and Staffing:** Hiring the right people for roles like front desk, housekeeping, food and beverage, and events.
- **Training and Development:** Training staff to meet guest needs, maintain service standards, and manage busy seasons or international tourists.
- **Employee Welfare and Engagement:** Creating a positive work environment to reduce turnover and boost morale.
- **Cultural Sensitivity:** Managing a diverse workforce and understanding the needs of international guests.

Case Study: The Ritz-Carlton's Employee Engagement and Guest Satisfaction



THE RITZ-CARLTON

- At The Ritz-Carlton, HR focused on employee engagement to improve guest experiences.
- They introduced the "Employee Empowerment" program, allowing staff to handle guest requests...
- Like...extra pillows or special celebrations, without needing managerial approval.
- HR ensured staff were well-trained in customer service and problem-solving, fostering pride in their work.

Case Study: The Ritz-Carlton's Employee Engagement and Guest Satisfaction

What do you reckon this resulted in?

- This approach boosted employee morale and improved guest satisfaction, leading to more repeat business and positive reviews.
- The program showed that HR strategies focused on empowering staff can greatly enhance both service quality and the guest experience.



THE RITZ-CARLTON

HR's Role in Hiring and Training

Hiring for Success in Hotels

- In the hotel industry, recruitment focuses on hiring skilled and motivated people who can provide great customer service in a fast-paced setting.
- HR looks for candidates with strong communication, problem-solving skills, a positive attitude, and a good fit for the company culture.
- They ensure staff are adaptable and quick to meet guests' needs, especially during busy times, helping create smooth operations and positive guest experiences.



Hiring for Success in Hotels: Key Steps

1. Job Descriptions:

- Clear and detailed job descriptions are crucial for attracting the right candidates.
- Job descriptions help candidates understand what's expected of them and ensure the hotel hires employees with the right skills and motivation.

What should a job description outline?

- key responsibilities, required skills, qualifications, and expectations for the role.

Hiring for Success in Hotels: Key Steps

Recruitment Channels:

- Hotels use various channels to attract candidates, such as online job boards, recruitment agencies, social media platforms, and industry-specific sites.
- Networking and partnerships with hospitality schools can also be effective in reaching a pool of skilled candidates.



Hiring for Success in Hotels: Key Steps

Selection Process:

- The selection process usually includes reviewing applications, interviews, and possibly assessments.
- Candidates are evaluated for both technical skills (e.g., communication, problem-solving) and soft skills (e.g., attitude, cultural fit).



Hiring for Success in Hotels: Key Steps

Candidate Evaluation:

- Evaluation includes checking qualifications, experience, and personality traits that match the hotel's culture.
- Interviews and reference checks help confirm the candidate's suitability for the role.
- It's also important to evaluate how well they align with the hotel's values and customer service standards.



HR ensuring a good fit for roles at a luxury hotel

1. Recruitment Process:

- HR will create clear job descriptions for the available roles, emphasising key skills required.
- They will use job boards, social media, and local hospitality schools to attract candidates.

2. Interviews and Evaluation:

- HR will ask situational questions related to the job, ensuring a match with the hotel's luxury image.



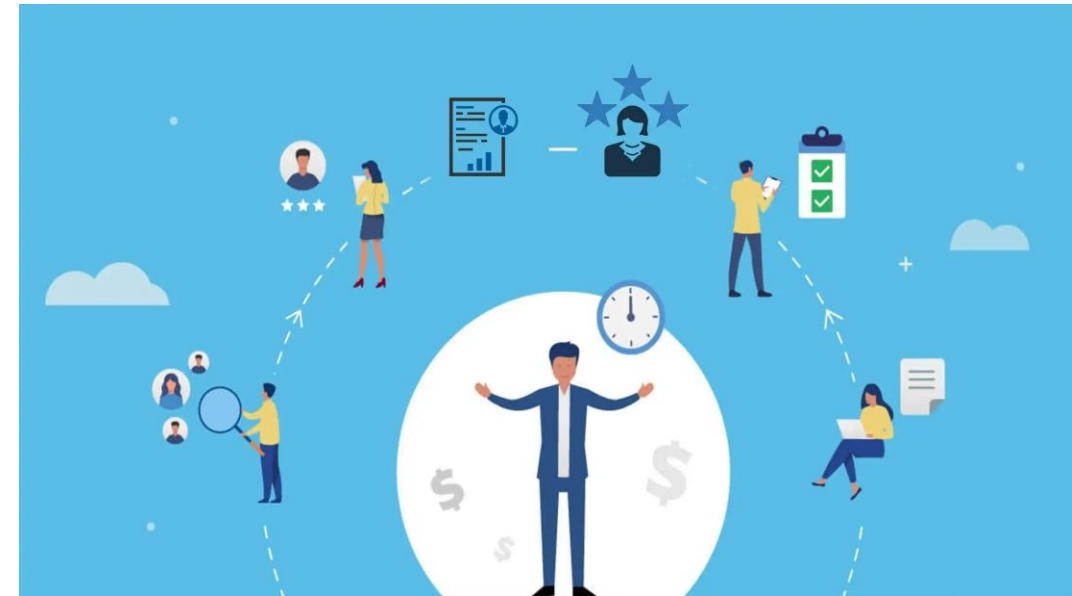
HR Ensuring a Good Fit for Roles at a Luxury Hotel

3. Personality and Cultural Fit:

- HR will evaluate candidates for teamwork, composure, and friendliness, key traits for excellent guest service.
- This is dependent on the job they are applying for.

4. Training and Onboarding:

- New employees will receive training on job tasks, hotel values, and customer service standards to help them fit into the hotel culture.

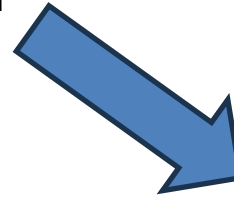


Managing Staff Performance and Training

Training and Development: Lifecycle

HR ensures new employees have a smooth start with **onboarding**, **training**, and ongoing **development**.

Onboarding: HR introduces new hires to hotel policies, culture, and job expectations, making them feel welcome and prepared.



Training: HR provides the necessary training to ensure employees can perform their roles effectively and meet hotel standards.



Continuous Development: HR offers ongoing learning opportunities, such as leadership training and customer service workshops, to help employees grow and stay motivated.

Training and Development

Training and Development helps employees learn the skills they need to do their job well and grow in their careers.

How is this done?

1. Onboarding:

- When new employees join, they go through an onboarding to get familiar with the hotel's rules, culture, and job expectations. It's like an introduction to the workplace.



Training and Development

2. **Training Methods:** Training can be done in different ways, such as:

- **Online:** Employees can watch videos or take courses online at their own pace.
- **In-Person:** Hands-on training, where employees learn directly from supervisors or trainers in real-life settings.
- **Hands-On:** Employees learn by doing their tasks on the job with guidance, such as practicing checking in guests or cleaning rooms.



Training and Development

3. Continuous Improvement:

- HR encourages employees to keep learning and improving their skills over time.

What does this give to employees?

- stay motivated
- do their job better
- move up in their careers
- they create an environment where employees feel supported to grow and develop



Fostering a Positive Work Environment

Building a Positive Work Culture

How can HR create a positive, inclusive work environment that motivates employees and boosts morale?

- Respect and fairness
- Employee engagement
- Recognition and rewards
- Team building
- Conflict resolution
- Support and growth
- Work life balance



Google

Google has created a work environment that focuses on employee well-being, engagement, and recognition.

How did they achieve this?

Employee Engagement:

- Google encourages open feedback and involvement through regular "TGIF" meetings with leadership, allowing employees to feel heard.

Work-Life Balance:

- Google offers flexible hours, remote work options, and on-site perks like gyms and meals to support work-life balance.



Google

Recognition Programs:

- Google celebrates achievements through awards and peer nominations, ensuring employees feel valued.

Conflict Resolution:

- Google fosters open communication and resolves issues quickly, creating a safe space for employees to share concerns



HR's Role in Guest Experience and Service Standards

Connecting HR and Guest Satisfaction

HR plays a key role in guest satisfaction and service quality by ensuring the hotel hires, trains, and supports the right staff.

Hiring the Right People:

- HR hires employees with the right skills and attitude to provide excellent customer service, ensuring guests receive friendly, professional care.

Training and Development:

- HR trains staff to perform well, boosting confidence and ensuring high service standards, leading to better guest experiences.



Connecting HR and Guest Satisfaction

Employee Motivation and Engagement:

- HR creates a positive work environment, keeping employees happy and motivated, which leads to better service for guests.

Conflict Resolution:

- HR handles staff or guest issues quickly and professionally, maintaining guest satisfaction and preventing problems.



Connecting HR and Guest Satisfaction

HR directly influences guest satisfaction through several key areas:

Performance Management:

- HR ensures that employees are regularly evaluated and given feedback to improve their performance.
- Well-performing staff deliver better service, which directly enhances guest experiences.

Staff Attitude:

- HR focuses on hiring and training employees with a positive, customer-focused attitude.
- Friendly, helpful staff create a welcoming atmosphere for guests, leading to higher satisfaction.



Connecting HR and Guest Satisfaction

Handling Complaints:

- HR supports staff in managing guest complaints quickly and professionally.
- Addressing issues effectively keeps guests happy and shows the hotel cares about their experience.

Maintaining High Service Standards:

- HR ensures staff are trained to meet high service standards consistently.
- When employees know what's expected, they can deliver top-notch service, making guests feel valued.



Example: Marriott

- At Marriott Hotels, HR introduced the "**Spirit to Serve**" program to recognise employees who provided excellent customer service.
- Employees who received positive feedback or solved guest issues were rewarded with perks like gift cards or extra time off.
- However, it did not stop there... HR also provided customer service training for new hires, focusing on key skills they will need.

What did this lead to??

- Guests feeling valued
- More positive reviews
- Repeat bookings
- Motivated employees



Linking HR to Guest Experience

Think about specific HR actions that you believe have had a direct impact on guest experience.

For example... employee training programmes!

Other examples:

- Employee recognition and rewards (e.g. employee of the month)
- Hiring for attitude and cultural fit
- Employee engagement
- Conflict resolution and support



Next Week

Adapting HR practises to a multinational workforce

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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