

Managing People

LCBB5004



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Question 1

Introduction

The role of businesses in competitive market environment has been transformed, initiating with the management of organisations and defining the plans and procedures with the help of Human resource Management (HRM) system. This management system is in the business for decades, explaining the functionalities of business according to contemporary world. Many authors have jotted down their views in the shape of books or other reading materials; where they have seconded the idea of implementing HRM concept. In the training of Human resource management, the aspects learned are the essential parts of the organisation ranging from theoretical to practical approach of running a business while organising the individuals with the psychological and social awareness about the company and its procedures.

In this assessment, we focus on the need of HRM policies, robust, recruitment, training & development and etc. hence, the chosen organisation for my discussion is HILTON Restaurant.

Strategic Human Resource Management

The role of strategic Human Resource Management is to analyse the weaknesses of internal and external effecting environment, the strategic HRM is a sub-department of HRM, which helps the human resource to identify its future goals and create policies through which these goals or targets would be achieved.

Planning can be used as another word for Human resource management, because without the proper planning of strategic and training of HRM within the organisation, a business cannot function properly. The planning process is vital in not just helping the business to get organised but a guide which accommodates the types of jobs required for the businesses.

The planning process involves the understanding and deployment of employees within the organisation, the role and skills required for a particular task, the evaluation of knowledge and ability of an employee, and it helps the company to fill and identify any redundancy if required.

Hilton & its HR policies

Restaurant and food industry has a wide range of sub-categories included in its services, where human resource management is required to assist this business with its strategic policies, catering hotels, restaurant and other forms of public services have taken place. This industry holds a huge amount of investment to build its infrastructure where heaps of people would apply for the job.

Hilton is one of the high ranked hotels in heart of England, with team members willing to provide best services as possible because giving good customer service is one of the points from their mission statement.

The objective of Hilton hotel is to generate maximum income while maintaining the good reputation in the market, for this purpose HRM has the role to perform and figure out the way to

help the business to reach its goals. The duty of the HR department is to keep their employees in contact by continuous training and education.

In terms of Hilton, the senior leadership was hired by Human resource department, which covers the mission statement of the company, the process of recruiting does not stop at just hiring people but also providing the continuous growth of each individual in their professional career is the duty of HR department.

One important factor in Hilton's HRM department is that it supports its workers and listens to their opinions in regards to reaching future targets; this is something which is rarely seen in any other place. The employees involvement is one of the things in Hilton's mission statement because they believe, employees are the face of the business; if they are not trained or guided about the working strategies and procedures properly then the chances of making mistakes would be increased, which is a thing not desired for the business.

Strategic HRM does not hesitate in adopting change, which is an important part of the business market. Hilton has a separate policy for adopting the change, it can be any type of transformation, starting advanced technology to customer satisfaction, a thing which provides ease for a client and the business they advocates those policies and implement them as soon as possible.

Below are the some main functions of Human Resource Management in Hilton Hotel:

- **Planning:** Planning can be used as another word for Human resource management, because without the proper planning of strategic and training of HRM within the organisation, a business cannot function properly. The planning process is vital in not just helping the business to get organised but a guide which accommodates the types of jobs required for the businesses.
- **Training:** HR Manager at Hilton takes part the key role in organizing and providing effective training programs for its employees. The further details of it has been discussed in the below sessions.
- **Wage Management:** The amount of the salary to be paid for each employee from different sectors is decided by HR Management of Hilton. Moreover, the bonus and rewards are decided on the performance of the workers.
- **Recruitment:** Searching and selecting appropriate individuals for the vacancies is done under several procedures by HRM. The more about it has been mentioned below parts of this report.

Recruitment

The Recruitment department is under the control of recruiters, whose responsibility is hire those candidates which have the enough skills and knowledge for the particular role in the business. The selection of employees with diverse abilities took place within the HR department.

There are sub-categories in the recruitment procedure; In Hilton, the recruiter is either a person or a team which perform the recruitment process. The recruiters classify employees in to ranks; first they select the employee on the bases of most qualified candidate for the position, which means that the applicant has the ability to perform the required task for the business. The second criteria of

selection is hire those who have the understanding of cultural standards and has the ability to perform multiple tasks with the time flexibility as well.

Training & Development

Training is an integral part of the HRM process, because only hiring a skilled person does not satisfy the business requirement, the need of continues improvement and up gradation requires a lot of training for the future prospect of the business. “Training, in the most simplistic definition, is an activity that changes people’s behaviour”. (McClelland 2002).

Companies pay huge amount of money to get their employees trained for the future demands and services like customer care, doing business promotions and other tasks related to company’s growth. The idea of formal training has the target to allow the new employee to make them familiar with the organisations policies and procedures which is vital to be learned before initiating to work on any given project.

Training and Development process in Hilton is carried under three categories:

- Socialisation Initiative:- they focus on induct and familiarise the culture and the environment of Hilton.
- Development Initiative:- the employees are trained to use new technology and prepared for promotion and changes within the organisation.
- Disciplinary Initiative:- this special type of training is provided for the employees who are not able to meet the Hilton’s level of performance quality.

During this period, the employee gets a clear idea about his tasks, role, how to do it, what to do and so on. While Hilton is implementing training programs, they gives immediate focus on its staffs and enhance the performance of their current role. Let us briefly discuss some major procedures done by Hilton it is training and development; A mentor is assigned for new employee for their initial two weeks and they are given the instruction and demonstration of the Restaurant. The first three months at Hilton is probationary period for the employees and during this period of time, they are required to fill a Job skills’ checklist and it has to be signed off by a supervisor. After the completion of Probation period ‘a Plus check’ is carried out which is used to determine whether the particular employee will continue to work or not. Further, his overall performance will be discussed with the co-workers and supervisors by the Management before entering to the Plus checklist.

One of the great thing of Hilton is its Annual Performance Appraisal, the 360 degree feedback. In this, the employee is able to indicate his/ her action plan of his carrier progression. So, HILTON implements strategic training and development program with the combination of internal & external training programs, Annual performance review and constant support from supervisors, management and team members.

Rewards @ Hilton

The employees at Hilton hotel are often provided with rewards in order to increase the performance and productivity of them. Basically, it is given under two types; one is financial where Hilton offers

bonus and increase the pay. And the other is non-financial that includes such as the promotion, job title, praise and etc.

Seasoned Employment

One of the reasons the Hilton hotel has managed to maintain his reputation is because its Human resource department has ability to provide work for the employees even in the off-season, when there is less visitors and work for the staff, because the hotel has most of his employees as full-time worker, which means the hotel has to give salaries regardless of the situation, whether the business has high or no customer in the hotel.

Hilton has its own reputation and its main credit goes to the employees who work there, the merit on which HRM has recruited people for the hotel is very high; with continues training is provided for the growth of the employee and the business, that is who Hilton's culture is promoted and it is in their mission statement as well which describes the mindset of the people working in that business. Strategic Human resource is beneficial for external and internal environment while making the policies and structures the business in ethical and professional manner.

Need of Training & Development at Hilton

The training and development is always future oriented, and most important aspect in human resource development. The first and foremost thing in any industry hoping for is customer satisfaction. Likewise, Hilton tries its best to avoid negative reviews and unhappy customers by using its well-trained workforce. yes, via training and development programs they attempt to create better workforce in order to achieve more success in their journey. These programs form high productivity and skill-full employees. Furthermore, the employees are taught and develop the knowledge and skills that HILTON requires in the future. "Successful hotels always include staff training as their important development strategy"(Nickson, 2007).

Conclusion

The Strategic Human resource management is a department, whose existence cannot be ignored as it has many features which help a Hilton hotel to grow its business. HRM has solution to almost all the issues related to the company, ranging from internal to external factors which has certain affects the businesses. The external factors are the ones which cannot be changed due to the strict policies and procedures instructed by the government or legal firms.

The HRM has the duty to make short and long term planning's, while keeping future prospects in view. The long term strategies are vital for the businesses, but it takes time to give better results. The ideas to have backup plans are created by strategic Human resource management system which deals with all the shortcomings of the company. The achievement of goals and objectives of hotel are defined by HRM, keeping all the mandatory actions and plans in mind. The HR department has the responsibility to keep all the employees up to date by giving training about the latest machines implemented in the business, so they can operate them easily and remain in the relevant field to meet the future needs. Training plays a vital role in the business as it keeps the employees fresh with the hotels mission statement and allows them to participate in the entire current and future prospect for their career growth.

In Conclusion, Hilton is a big name and has high reputation but still there Is always a room for more to add in to the advancement of the business. Even though this business does not need to think about the issues and concerns but still there are some challenges which could be faced by the company in regards to HRM practice.

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