

BMIH5005

Personnel Resourcing and Development

Assignment Title: Discuss how the evolution of HRM facilitates the strategic development of an international hotel brand through workforce planning, recruitment, and selection.

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Discussing How the Evolution of HRM Facilitates the Strategic Development of Hilton Hotels Through Workforce Planning, Recruitment, and Selection.

Excellent customer service benefits the hospitality business, notably Hilton. Employees must have the right talents, attitudes, and commitment. To achieve this ideal workforce, resource management must be strategic. This essay will examine how HRM has helped Hilton become a global brand (ARMSTRONG and TAYLOR, 2020). It will focus on workforce planning, recruitment, and selection. First, it will examine HRM's historical evolution from administrative to strategic partner. This involves matching talent acquisition and development with brand goals. To illustrate this change, "strategic HR planning" and "talent management" will be explained. Hilton uses strategic HR planning to assess labor needs, set goals, and implement activities to match workers with their brand. This involves studying how companies evaluate their workforce needs and hire and select people (Torrington and Hall, 2020). Last, the essay will discuss Hilton's hiring method. It will demonstrate how these strategies, adapted to client objectives and brand values, attract and choose top talent for each business unit, improving brand performance.

With its competitive terrain and high client expectations, the hotel sector needs efficient and devoted workers. Hilton and other multinational hotel businesses have changed their labour management to achieve this. As an administrative function, human resource management (HRM) is used to handle payroll and record-keeping. During the initial phase, which was referred to as Personnel Management, the primary focus was on immediate demands and routine transactions to which little strategic impact was applied (Friedman, 2012). Human relations management, on the other hand, has emerged as a result of globalization. At the same time that this shift acknowledged the significance of people in the accomplishment of goals, it also acknowledged the impact of employee engagement, communication, and leadership on the success of the corporation. When it comes to managing employee engagement and performance, two theories that are frequently utilized are Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory.

The subsequent significant shift was in the management of strategic human resources. At this point, HRM was recognized as a significant collaborator in the achievement of organizational goals, marking a turning point. The Resource-Based View of the Company emphasizes human capital as a valuable asset, with a particular focus on strategic workforce planning, talent development, and HR strategy alignment (Horn, 2009). According to frameworks such as the McKinsey 7S Framework, human resource practices ought to be compatible with the organization's strategy, structure, and processes. Through the implementation of this comprehensive plan, HR operations were able to immediately increase competitiveness. This shift is exemplified by the globalization of the Hilton brand. SHRM concepts were successfully implemented by the company through the establishment of a personnel Management department that is capable of attracting, developing, and retaining top personnel. "Hilton Worldwide University" offers rigorous training to employees to assist them in acquiring skills that are in line with the brand values and strategic goals of the organization (Johnston et al., 2021). It has been essential to Hilton's success that human resource management has shifted from administrative to strategic collaboration. They execute great human resource initiatives and place a high value on their employees, which gives them a competitive advantage in the hospitality business, which is always evolving.

Hilton's global expansion has been greatly impacted by HRM's strategic shift. This strategic approach makes HR operations vital to business success. Examine specific cases to understand this influence: In the past, recruitment concentrated on reactively filling positions. It now actively recruits people in tandem with strategic workforce planning. Hilton uses SWOT Analysis to predict personnel needs based on market trends and expansion plans:

Strengths: Hilton has a strong brand portfolio, a global presence, and a respected loyalty scheme. The organization uses cutting-edge technology to enhance guest experiences

and operations (thestrategystory.com, 2024). Hilton has crucial partnerships with airlines, vehicle rental firms, and credit card providers. The company promotes sustainability and social responsibility.

Weaknesses: Limited property ownership, economic cycles, competition from other housing options, reliance on franchisees, currency volatility, regulatory issues, data security concerns, and personnel challenges must be considered.

Opportunities: Emerging markets and mid-scale and budget segments offer growth opportunities. Hilton may expand its brands, use technology and customization, promote sustainability, improve Hilton Honors, and adapt to remote work.

Threats: The hospitality industry faces economic uncertainty, intense competition, regulatory and legal hurdles, currency fluctuations, natural disasters and pandemics, evolving consumer preferences, data security and privacy concerns, labour issues, and geopolitical tensions (Marchington, 2016). Hilton must adapt its offers, follow rules, and satisfy customers to be competitive. Hilton can keep its competitive edge by concentrating on data security, employee retention, and labour difficulties.

They use technology and other recruitment channels to find talented people who share their global expansion and brand values. For instance, their "Hilton Careers" platform showcases their diversified team and global job prospects, which attracts people seeking cultural adventures and foreign work. Strategic selection goes beyond resumes to find brand-fit people. Hilton uses behavioural interviewing and scenario-based tests to evaluate candidates' fit with its culture and values. This helps new personnel incorporate into the culture and boost the brand. Performance management has moved from evaluation to talent development (Inman, 2010). Hilton uses the Balanced Scorecard to link individual goals to department and company goals. Their "Leadership Development Program" develops talented employees into brand-aligned leaders. This boosts performance and creates a leadership pipeline. Compensation and benefits have changed from uniform packages to targeted reward systems. Hilton tailors incentives to attract and retain top workers in competitive areas. Stock options and foreign relocation aid are among its offerings for distinct talent segments and career objectives. Employees

are inspired and encouraged to align their professional goals with the brand's growth. Hilton's strategic HR operations show how connecting personnel management with the brand's goals creates a successful staff (Tran, 2021). This strategy ensures top talent retention, leadership development, and global brand recognition.

Hilton's success depends on comprehensive HR planning to align their workforce with their lofty ambitions. Here is the examination of the three important stages: Assessing Workforce Demand and Supply- Hilton uses multiple data sources to estimate talent needs. They evaluate past data, industry trends, competitor analysis, and economic forecasts to discover skill gaps and growth prospects (Hilton.com, 2024). Internal data includes personnel demographics, turnover, and retirement estimates. Strategic Workforce Modelling: Hilton uses models like the Workforce Supply and Demand Matrix to compare industry skillset supply and demand. This helps identify talent shortages and advises targeted recruitment. Hilton uses scenario planning since the industry is always evolving (Santora and Bozer, 2021). They carefully assess future situations, such as economic or technological developments, and modify their personnel planning. This ensures adaptability to unanticipated changes. Strategic Planning and Goal Achievement- Hilton's HR department helps set business goals. Talent strategies are analysed to help launch new hotel concepts, expand regionally, or improve visitor experiences. Developing HR targets: HR turns strategic goals into SMART departmental targets. These goals may include recruiting more skilled individuals, improving staff retention, or implementing new training programs (Carter, 2023). HR uses metrics and KPIs to track success and evaluate plans. These could include employment costs, hiring time, employee engagement, and training program completion rates. Program Implementation and Evaluation- Creating Action Plans: HR generates specific action plans from the strategic plan and needs. These plans outline talent strategy initiatives, dates, responsible parties, and funds. Implementing and Monitoring: Action plans are implemented and monitored to ensure they achieve goals (uwpress.org, 2024). This could include tracking recruiting, employee growth, and turnover. Evaluation and Adaptation: Planning evolves. Hilton regularly evaluates how well its HR initiatives support business goals. They adapt their techniques to evaluation outcomes to improve and meet corporate needs.

Hilton's recruitment and selection process is tailored to each business unit's needs using strategic HR planning. Here is the examination of the important stages and how they promote growth: *Step 1: Job Planning and Analysis- Identifying Talent Requirements:* Every business unit, from Waldorf Astoria to Hilton Garden Inn, has unique talent requirements (Al-Kassem, 2017). Hilton assesses job requirements, including talents, experience, and personality. Waldorf Astoria jobs may demand multilingualism and high-end service skills, whereas Hilton Garden Inn jobs may emphasize family activities and a welcoming ambiance. *Attracting Diverse Talent:* Hilton uses many recruitment channels to meet their global presence and dedication to diversity, equity, and inclusion. They use LinkedIn, indeed, job boards for veterans and LGBTQ+ people, and relationships with diverse institutions and hospitality schools (Chytiri *et al.*, 2018). Their engagement with UN Women to improve female leadership in the organization specifically addressed underrepresentation in 2023, leading to a 15% increase in women leadership applications.

Step 2: Apply and Screen- Streamlined Online Applications: Hilton's user-friendly online application portals let candidates demonstrate their talents and experience. This speed up screening and reduce administrative work, enabling them to process many applications (Jiang, 2023). In 2023, an AI-powered resume screening tool cut screening time by 30%. *Automated examinations:* Hilton uses scenario-based pre-employment examinations to assess numeracy, literacy, and cultural fit for high-volume professions like housekeeping and front desk workers. This helps them effectively identify promising people who can thrive in their corporate culture. *Step 3: Interviews/ Selection- Structured Interviews:* Structured interviews with standard questions ensure fairness and consistency in candidate evaluation (Rowson, 2019). These are sometimes combined with situational judgment exams to assess candidates' ability to handle job-related issues including guest complaints and teamwork. *Behavioural-Based Interviewing:* Hilton emphasizes behavioural interviewing, which examines past experiences and behaviours to predict job performance. Their brand values include warmth, professionalism, and memorable experiences; thus, they want applicants who have these traits (cipd.co.uk, 2024). The Conrad brand hotel concierge interview may ask, "Describe a situation where you exceeded expectations to fulfil a guest's request, even if it wasn't required of you."

Step 4: Onboarding and Reference Checks- *Comprehensive Reference Checks:* Background and reference checks verify qualifications and reveal the candidate's fitness. They also use social media analysis platforms to assure brand alignment. *Personalized Onboarding:* New hires undergo extensive onboarding programs tailored to their roles and departments (Williams, 2018). Cultural immersion training, product knowledge relevant to the company they will represent (such as showcasing unique amenities or service standards), and assistance from experienced team members are included. This program helps new hires quickly become brand champions and contribute to the team's success by easing the transition and increasing involvement. New Canopy by Hilton hires are encouraged to participate in team-building and local volunteering (Joseph and Melissen, 2017). This lets people fully experience and appreciate the brand's lively, community-focused culture.

The tale of Hilton demonstrates how smart human resource management has altered the hotel industry. HR operations have transitioned from being administrative tasks to becoming strategic partners, providing the driving force behind personnel planning, recruitment, and selection procedures that have a direct impact on the growth of business units and brands combined. To ensure that its workforce has the competencies, values, and engagement that are necessary to thrive in a market that is constantly shifting, Hilton makes a conscious effort to acquire staff and develops development programs by employing data-driven forecasting. They have a competitive advantage thanks to this strategy, which enables them to meet the tastes of their guests, expand into new countries, and establish themselves as a global brand. The dedication of Hilton to strategic human resource management will continue to fuel the company's growth and shape hospitality all over the world.

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Appendix:



Maslow's hierarchy of needs

Figure 1: Maslow's Hierarchy of Needs.

Source: (Gallagher, 2023).

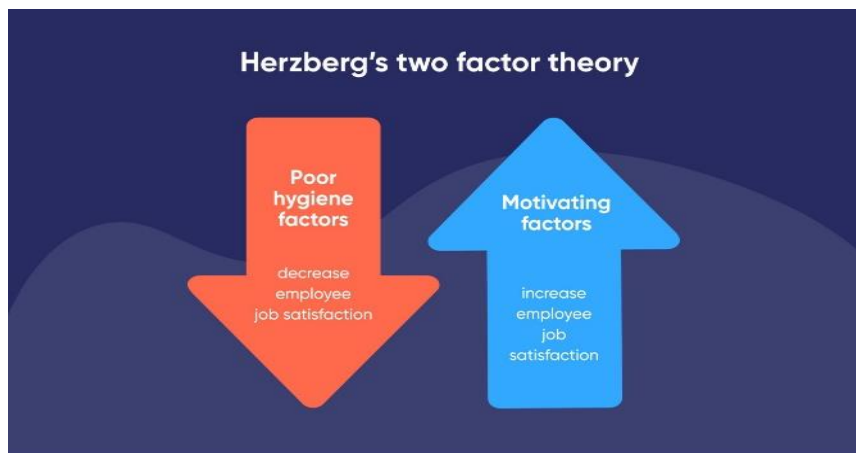


Figure 2: Herzberg's Two-Factor Theory.

Source: (Gallagher, 2023)