

CHAPTER 8: STAFFING ISSUES

IHH2302 FOOD & BEVERAGE OPERATION AND MANAGEMENT
COLLEGE OF HOSPITALITY INDUSTRY MANAGEMENT
HM 65 (2-2022)

Objectives:

1. Have a broad appreciation of hospitality employment statistics.
2. Understand the process of staff recruitment.
3. Be able to calculate staff turnover.
4. Link staff motivation, training and retention to company success.
5. Understand the process of supervision and communication.



Additional reading

- Anderson, C. and Blakemore, D. (1991). *Modern Food Service*. Oxford: Linacre House.
- Brown, G. and Hepner, K. (2004). *The waiter's handbook edition 3*.
- Davis, B., Lockwood, A. Pantelidis, I.S. and Alcott, P., (2008). *Food and Beverage Management 4th ed*. London: Elsevier.
- Klunklin, P. *Food and beverage service in the restaurant*.
- Walker, J. R. (2004). *Introduction to hospitality management*.
- *Websites*.

Labor law and regulation

Size of organization

Type of establishment

Trends of workforce

Right person

Structure
of labour

Employment criteria

- Type of establishment

Methods of recruitment

- Review recruitment
- Ensure that all candidates go through the process
- Introduction candidates themselves
- Personal attributes specification
- Teamwork skill

Recruitment

5 Stages of Hiring Process

Five distinct phases during the hiring process that recruiters can assist hiring managers with:

1. What are your existing hiring needs? > Prepare clear job descriptions > **Opening the requisition**
2. Screening and shortlist the applicants
3. Interviewing the candidates
4. Selecting the best
5. Making the offer

Internal or External REcruitment

Internal recruitment, current employees are willing to take on new responsibilities for a higher position; the benefit: if they have the right skillset, it will take less time to train.

- If moving this employee from a non-customer focused position into a customer-facing one, be sure you assess their communication skills

External recruitment, in a hotel, some positions may require specific forms of training or trade association credentials, and working with a professional in this process can be integral to finding the right person.

Execute Background Checks

A criminal record check should be mandatory for all applicants, and you should thoroughly check all references provided to confirm that the information provided is correct. Consider checking bi-annually, as well.

Job Training Techniques

To ensure an employee is efficient is by providing a solid and thorough training program. These can be in the form of orientations, on the job, and off the job.

- Orientations are used to create a comfortable work environment and relieve any anxiety the new employee might have
- On the job training usually consists of a general explanation of the workplace and its operations, and will sometimes include shadowing coworkers.
- Off the job training is used to develop broader and more conceptual skills needed for specific positions.
 - i. Types of off the job training include supplementary classes or lectures, online training courses, or interactive video learning.

5 Qualities for Great Hospitality Employees

1. Commitment
2. Great people skills
3. Pay attention to detail
4. Leadership and Teamwork
5. Enthusiasm and a great attitude

Staff Turnover

- The hotel and motel industry reports experiencing an employee turnover rate of **73.8%**, having low employee retention with employees constantly coming and going can make it difficult to meet customer expectations.
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Reasons for high turnover

- 1. The Nature of the Industry:** hospitality industry is largely seasonal, companies are used to layoffs and mass hires. That makes employee turnover rates high in ways other industries don't experience.
- 2. Low Wages:** a reluctance on the part of management to offer wages above the minimum due to seasonal aspect of much employment so employees can sense your disinvestment. Break the turnover cycle by offering full pay and benefits packages.
- 3. Toxic Workplace Culture** Bullying, sexual harassment, isolating employee cliques, unresponsive management, and aggressive customers who face no consequences when they harass employees contribute to a culture that employees quickly want to exit.

Reasons for High Turnover

4. Inability to Work Remotely for many jobs in the hospitality industry, remote work isn't possible. At the same time, as things open back up and people make plans to leave the homes they've been stuck in for months, travel is booming.

5. Long Hours Some segments of the hospitality industry require long hours. The airline travel sector and restaurant work are two prime examples of industries with long, draining shifts.

6. Inflexible Schedules Along with long hours, rigid schedules can lead to employee turnover. A healthy work/life balance is essential. In most hourly wage positions, which are most of the jobs in the hospitality industry, there is little leeway for arriving and departing at different times from what is on the schedule. But those workers' lives are no less unpredictable and chaotic than those with more secure salaried jobs.

Reasons for High Turnover

7. Poor Communication Communication is vital in the hospitality industry, and it all goes back to mutual respect. If employees don't feel able to share their negative feelings, they won't share their positive feelings either. You won't get any good recommendations for ways your company can improve, locking you into a cycle of high employee turnover that will turn off your customer base. Listen to your employees, and communicate honestly with them.

8. “Landing Pad” Syndrome Hospitality industry roles get a reputation as places to work temporarily while looking for better opportunities. In the industry, this is called “landing pad syndrome.” Some employees use hospitality industry jobs as “landing pads” to hop from one temporary job to another.

9. No Opportunity for Growth Because there's so much turnover and seasonal volatility, hospitality industry companies don't always offer much in the way of growth opportunities. Employees want to feel that all their work is building toward something. They want pay increases as much as they want responsibility increases.

Staff Training Essential

For a new employee, it is very important to learn from these corporate training programs. This will allow the company to grow more rapidly as these training programs improve the skills of both the new and experienced employees.



Introduction

- Orientation of hotel and department

Staff training

- In-house training
- Products training
- Service training
- Communication
- English training

Staff training

5 Key Types of Hospitality Employees Training

1. Onboarding & Orientation

Thus orientation is a crucial first step for all hospitality organisations across the globe.

It is the start of the employee career and the employee needs to learn about the organisation he/she is working for.

The onboarding and orientation training includes all that information about the hospitality organization, job expectations, work culture and more.

2. Compliance Training

The compliance training is more about learning the rules made by the organisation, including legal laws that can impact the organization.

Compliance training is very important for the beginner. However, the senior employee should be allowed as well to refresh themselves with any new rules and the existing ones.

This type of training helps the hospitality organisation as well as the employees to steer clear of any legal implications of the job.

3. Hard Skills Training

This is the purpose of hard training to enhance the specific skills set of the employees (improving skills of employees) for example;

1. Knowledge of software like Opera, Micros, Amadeus etc.
2. A lot of skills required in the Food and beverage production department can be considered hard skill
3. Knowledge of foreign language
4. HVAC technician and other Engineering operations
5. Housekeeping and Laundry operations

How does this training help the experienced employee? This training teaches them about the new trends. Not only that but these trainings also help hospitality employees to learn the methods to keep updated with the modern techniques.

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4. Soft Skills

The hospitality and travel industry is all about creating experiences. It is customer centric and people focused. Thus soft skills are crucial.

Most of the crucial hospitality skills would include one or more of the below soft skills like:

1. Customer Service Skills
2. Emotional Intelligence
3. Multitasking abilities
4. Communication and connection skills
5. Team working and other interpersonal skills

The soft skill training does not include any technical skills.

That is the training may not help an employee to improve the skill set, however, it is the need of the time.

5. Product Knowledge

Product knowledge training is basic training about the product that the organization wants to sell out. It can be a physical product or software.

For hotels these are hotel rooms, food and beverage, spa and recreation services or any other similar services for hotel guests.

Any employee needs to learn the product in and out to be able to properly sell or upsell, the employee would be able to answer the client convincingly. That is why product knowledge training is very important as branding and customer retention of hospitality organization depends on better product knowledge of professionals.

Legal framework

- Staff discipline and dismissal
- Basic contract of employment; salary, day off, hours of work, leave
- Dismissal consideration; discrimination for sex, race, or disability , harassment, cheating, and stealing
- Compensation and remuneration

Employment Contract

The document **covers all legal requirements for information to be given to an employee**. It is a carefully considered framework for fair and full protection of the employer and compliance with organizational requirements.

1. Title the **employment contract** ·

2. Identify the parties ·

The employer's name. the employee's or worker's name

3. List the term and conditions ·

How much and how often an employee or worker will get paid. hours and days of work and if and how they may vary (also if employees or workers will have to work on Sundays, during the 'night period' or take overtime)

4. Outline the job responsibilities ·

Job title or a description of work and start date

5. Include compensation details,.

Staff Rotation

Rota to meet business demand

- Period of operations

Specialized staff scheduling

- Special event
- Replacement for leave
- Special season

Staff scheduling

Work Scheduling

- Full-Time. Although full-time work is traditionally considered to be 40 or more hours per week, the definition can vary by employer and even by governmental organization. ...
- Part-Time. ...
- Flexible Schedule. ...
- Alternative Schedule
- Common work shift in hotel: The day in the front office is usually divided into three shifts. The first shift or morning shift typically is from 7 am to 4 pm. The morning shift arrives to relieve the night shift and take over from them for the day's operations. The second shift or afternoon shift usually is from 3 pm to 12 am.

How to create an employee work schedule

1. Think about your scheduling needs ahead of time
2. Evaluate your staffing levels and availability
3. Create a list of employees who want extra shifts
4. Follow local rules and regulations
5. Publish your schedule early
6. Communicate your employee scheduling rationale effectively

Supervision and communication

How we communicate

- Most communication is 70% is non-verbal.
- Vocal communication is 20 %
- Word communication is 10%

Barriers to communication

- Skill of receiving information
- Environment
- Form of communication

Supervision and the communication process

- Structure of staff

Understanding motivation

Achievement

Recognition

Job interest

Responsibility

Advancement

Summary

- Issues to do with staffing are likely to be the most difficult issues that any manager has to deal with. People are naturally demanding, complex, have either own agendas and are sometimes very emotional.
- Problems associated with staff turnover can affect other employees and have the potential to drive profitability down.
- Employment statistics can provide a good benchmark from which it is possible to measure other establishment's performance, for without measurement there can be no management.

Summary

- Key elements are recruitment, setting recruitment criteria and understanding some of the methods together with their associated costs.
- Maximizing profitability by accurately forecasting demand and associated levels of staffing with the need for proper staff induction and training.
- Supervision and management can be problematic; some of the pitfalls are being unprepared, ill informed and poor communication.
- Staff motivation and retention should be a manager's first staff management priority.

Question?