

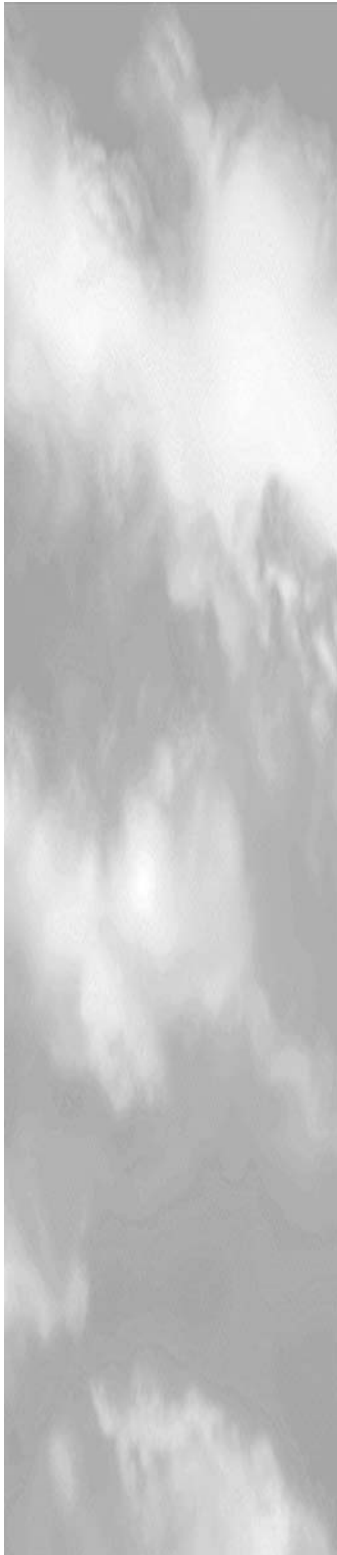
# Recruitment

The hospitality industry not only in the UK, but throughout much of the world appears to have recruitment problems associated with a poor image as an employer. At the international level this has been highlighted by the International Hotel and Restaurants Association resolutions in Israel in 1995 and The Netherlands in 1999 that national associations should take initiatives to improve the image of the industry as an employer.

In the UK many reports over the years, some summarized in earlier editions of this book, have highlighted the persistent nature of many of the issues confronting employers and employees. Two such reports are summarized below, but, in essence, they repeat the findings of earlier reports, emphasizing the persistent nature of poor employment practices in some sectors of the hospitality industry.

One such report, concerned with recruitment and retention problems in hotels, restaurants and public houses in London, identified ten clear messages for the industry's employers. These were (reported in *Tourism Training Initiative Newsletter*, April 1989) as follows:

- Tackle the industry's image: not that it has a bad one, but that it does not have one.
- Emphasize the importance of personal qualities.



- Distinguish between jobs and careers.
- Publicize the full rewards package, e.g. meals, travel costs, bonuses.
- Foster job satisfaction.
- Explore the way jobs are structured and consider other labour markets.
- Target recruitment well.
- Explain to unemployed people that work does not always remove rights to benefits.
- Look for ways to attract young people into the permitted areas of the licensed sector.
- Use the unusual working hours as an attraction rather than as a barrier.

*Great Expectations* (Hall, 1989) identified a number of similar problems which essentially reinforce the persistent nature of some of the industry's employment practices. The main findings of *Great Expectations* were that Brighton's hotel industry did not meet the aspirations of those seeking work and that the industry needed to improve its methods of management in a number of separate but inter-dependent areas including recruitment, induction, training and welfare, career structures, conditions of employment, industrial relations and management styles, pay and recruitment of women.

The hospitality industry in the UK, led largely by some major employers and by the BHA and HCIMA initiatives, appears to be attempting to tackle both the image and the recruitment problems. The industry was one of the earliest groups of employers to join the government's New Deal scheme. In addition Springboard, a specialist branch of the Employment Agency, is encouraging a range of recruitment initiatives throughout the country.

## Recruitment advertising in the hospitality industry

The quality of recruitment advertising in the hospitality industry varies considerably. At one end of the scale, the large companies such as Hilton and Whitbread are able to employ the best of expertise in designing recruitment advertisements. At the other extreme are the small operators who, with no expertise and very limited resources, have to design advertisements which, not surprisingly in many cases, are ineffective. For example, media research has demonstrated that inclusion of earnings in a recruitment advertisement increases the effectiveness of the advertisement and yet the majority of advertisements in the *Caterer and Hotelkeeper* do not include earnings levels.

By itself, good recruitment cannot overcome the problem of high labour turnover. This has to be tackled by keeping all conditions of employment under constant review and by making appropriate improvements to conditions as circumstances dictate. The nature of the hospitality industry, however, is such that most people holding management or supervisory positions are going to be faced frequently with the need to recruit people to fill vacancies.

Employers need to recognize that they recruit not just from their primary markets, but also from secondary labour markets. In addition recruitment needs to appeal to 'passive' job seekers, i.e. those not actively seeking a job change (and those who influence them, such as parents and teachers) and not just the active job seekers.

Furthermore, employers now operate in a 'buyers' market (i.e. many potential employees have a range of opportunities). One only has to look at the application forms from some leading high-street employers to see that they ask their applicants for the times that they are available for work – a big contrast to a few years ago when employers dictated the hours of work, on a take it or leave it basis!

## Labour markets

In order to recruit successfully, however, it is important to have an understanding of labour markets, in the same way as in promoting products and services it is essential to know the nature of the target markets.

Labour markets have a number of characteristics, including their size, technological complexity, elasticity, pay levels, geographical distribution and status (e.g. primary or secondary). For the purpose of this book the primary and secondary markets will be discussed in a little more detail.

### Primary labour market

The primary labour market consists of those people who through education, training and experience are committed to an industry, sometimes even a sector of an industry. In the hospitality industry these include hotel managers, chefs, hotel receptionists, hall porters and cocktail bar staff. Such people intend to develop their careers in the industry and in many cases view their opportunities nationally, even internationally. As a consequence many of these people are mobile, both geographically and organizationally.

### Secondary labour market

The secondary labour market consists of people, on the other hand, who have skills of use to an employer, but who may not be committed to a career in a particular industry. They probably attach more importance to a geographical area than to a career. Typically the secondary labour market contains housewives, students and unskilled working people who choose to work in a particular industry in order to earn a living rather than because of a strong commitment to that industry. The secondary labour market also includes people with skills that may be common to many industries, such as secretaries, maintenance people, book-keepers and accountants.

### International labour market

With the enlargement of the European union in 2004 and the addition of the new member states' labour markets the opportunities for employers to find employees from an enlarged labour market have widened considerably.

However, the competition for the best staff will be severe as many industries in the UK continue to suffer from significant skills and numbers shortages. The hospitality industry will be no exception and because of its concentration in city centres with high rental costs (for the staff) hospitality businesses can anticipate challenging times in the labour market.

## Discrimination

Whatever the reason for recruitment, plans have to be prepared in the context of employment legislation, which covers issues such as the employment of children and women, sex, age and race discrimination and the employment of disabled people.

*Working in Hotels* (1991), a Commission for Racial Equality report, found that the hotel industry had done little to achieve equal opportunities for ethnic minorities – ethnic minorities being found mostly in unskilled jobs. (Figure 4.1 is an example of an equal opportunities statement.)

This booklet gives an overview of our commitment to equal opportunities in employment.

A comprehensive policy document providing definitions, policy details and checklists for action is available in each business unit. Both manager and members of staff intend it for reference. Please ask your Personnel and Training Manager if you would like to see it.

**WHAT is our policy?**

Our mission is EQUAL EMPLOYMENT OPPORTUNITIES FOR ALL.

Our aim is to ensure that no employee or job applicant receives less favourable treatment on the grounds of gender, marital status, disability, age, colour, race, nationality, ethnic or national origin; or is placed at a disadvantage by a condition or requirement which cannot be shown to be justifiable irrespective of those grounds.

**MAKING IT HAPPEN**

The following is a brief summary of the points covered by our policy to translate it into practical actions.

**Recruitment and Selection**

- Job profiles and specifications should set out clearly the skills, experience and qualifications required for the post and should stipulate only justifiable requirements for the job.
- Job advertisements and instructions to agencies should not unlawfully preclude or discourage applications from under-represented groups.
- Questions on application forms should not suggest that the employer might take into account factors, which would, or might, discriminate unlawfully. Application forms should be available in an alternative format, e.g. on computer disk.
- Selection criteria used should only reflect the standards required.
- Consideration should be given to flexible working arrangements such as flexible working hours, part-time and term-time working, job sharing, career breaks.
- Disabled people should be given full and fair consideration for employment, having regard to their particular aptitudes and abilities and any reasonable adjustments which can be made. If an existing employee becomes disabled, the objective should be the continued provision of suitable employment, either in the same or an alternative position, appropriate training being given if necessary. Disabled employees should share in opportunities for training, career development and promotion.
- Full utilisation should be made of the support and facilities available to assist the employment of disabled people.

**Training and Development**

- Policies and procedures regarding selection for training and development should be examined and monitored to correct any bias or imbalance.
- Appraisals should also be carried out in a non-discriminatory way and without making stereotypical assumptions.
- All staff should receive appropriate training in the implementation of our equal opportunities policy.
- All staff with relevant experience and ability should be considered for promotions and transfers.

**Terms and Conditions of Employment**

Terms and conditions of employment and all benefits, facilities and services should be reviewed regularly to ensure that there is no unlawful or indirect discrimination.

**Figure 4.1** Hilton UK equal opportunities statement

Source: Reproduced by courtesy of Hilton UK.

**WHY do we have a policy?**

Because it makes good business sense to do so.

Firstly, our customers come from a wide variety of grounds and it makes good sense to employ a workforce which reflects that diversity and can identify with those customers' needs.

Secondly, in an employment market where good, well-motivated employees are increasingly in demand, it is important to ensure that we recruit from as wide a base as possible to obtain and retain the best people for the jobs we have.

Thirdly, the variety of skills and attributes, which a diverse workforce possess, can contribute to more dynamic and effective teams. A diverse group of individuals 'can all bring something to the party'.

Fourthly, all employees thrive better in an environment where everyone is treated as an individual and given the opportunity to do their best.

**WHO is responsible for the policy?**

Everyone in the Company has a responsibility for the policy.

THE BOARD OF DIRECTORS are responsible for monitoring and reviewing the policy in the light of present and future legislation and changing social circumstances.

PERSONNEL SPECIALISTS are responsible for advising managers on the application of the policy and for ensuring that all training and documentation in connection with monitoring, recruitment, selection, training, promotion and relevant employment procedures are administered in accordance with the policy.

MANAGERS are responsible for setting standards, for promoting an equal opportunity culture within the workforce for whom they are responsible, and for ensuring the effectiveness of the policy.

EMPLOYEES are responsible for abiding and ensuring the consistent application of the policy.

**WHEN does the policy apply?**

The policy applies to all employees and prospective employees, regardless of hours or length of service and covers every stage of the employee journey from pre-recruitment advertising through to termination of employment and appeals against dismissal.

**WHERE is the policy applicable?**

At all sites operated by the Hilton in the UK and to all acts done in the course of employment. This includes a wide variety of locations including training courses, social events for staff and agencies instructed by us. Also included are any terms and conditions imposed by Hilton in relation to casual employees or employees of sub-contractors or concessionaires. Also included is any unlawful discrimination (see definition below) perpetrated by the third parties (e.g. guests) which is within the control of the Company.

**WHAT is unlawful discrimination?**

The Sex Discrimination Act and Race Relations Act identify two types of unlawful discrimination – direct and indirect.

Direct discrimination consists of treating a person less favourably on the grounds of gender, marital status, colour, race, nationality, ethnic or national origin than others are, or would be treated in the same – or similar – circumstances.

Indirect discrimination consists of applying a requirement or condition, which has a discriminatory effect on a certain group – even though there may have been no effect on a certain group – even though there may have been no intention to discriminate. For example, a requirement for five GCSEs may discriminate indirectly against someone who was educated in another country.

**Figure 4.1** *continued*

The Disability Discrimination Act defines unlawful discrimination somewhat differently. Unlawful discrimination occurs when, for a reason which relates to the disabled person's disability, the employer treats the disabled person less favourably than they treat, or would treat, others to whom the disability does not apply AND:

- The employer cannot show that the treatment is justified.
- The employer has failed to consider making an adjustment and whether it is reasonable.
- The employer is unable to justify failing to make the adjustment.

It is also unfavourable to victimise someone who, in good faith, has made an allegation of discrimination.

In Northern Ireland it is also unlawful to discriminate on religious grounds, specifically between Protestants and Catholics.

#### **WHAT TO DO if there is a problem?**

Although we are striving for equality of opportunity in employment, there will be times when individuals have a problem related to equal opportunities. In such cases, the Company will take its responsibilities seriously and will wish to investigate properly – and deal with – any complaint that our equal opportunities policy is not being adhered to. Any breach of the policy may be regarded as a disciplinary offence.

If you have a complaint, it should be raised initially through the grievance procedure, details of which are contained in your contract of employment. If you request that the matter be dealt with informally in the first instance, your wishes will be respected. If your complaint is of a personal or sexual nature, which makes it difficult to talk about the matter to your line manager, you may contact the Vice President, Human Resources at Maple Court directly.

Problems could include harassment. Harassment includes any behaviour of a sexual or racial nature, or related to a person's disability, which causes embarrassment or offence. Such behaviour can be intimidating and unpleasant and we will not allow our employees to be subjected to it. It should never be thought of as a joke. Any employee found to be harassing another will be subject to disciplinary action, up to and including dismissal.

**Figure 4.1** *continued*

In addition to the statutory obligations of not discriminating on the grounds of gender, race or disability, there are employers who decide not to discriminate in other ways also, for example, on the grounds of a person's age. In any event, with the demographic increase of average age of people in the UK, employers may find that discrimination on grounds of age is no longer a practical proposition, since the older age groups will provide an increasingly important source of labour in the future, although the employers' forum on age reported in 1999 that little real progress was being made in changing attitudes to the employment of older people. (See the HCIMA Managing Diversity and Equal Opportunities Briefs in the appendices.)

## **The recruitment process**

Recruitment is the process used to attract suitable applicants from whom the most suitable person may be selected for a particular job. It depends upon having the proper information available, including a job or role description (see Chapter 3), a personnel specification and a knowledge of the labour market. The

process starts with the production of a personnel specification, based on a job description or job specification and ends with the appointment of a successful candidate.

## Personnel specification

From the job description a 'personnel specification' – a description of the type of person most likely to be able to carry out the job described by the job description – can be prepared. The precise nature of a personnel specification will depend upon the degree of sophistication or otherwise of an organization. Figure 4.2 is an example of one used by Marriott. 'Personal qualities' are discussed in Chapter 5.

From the job description in Figure 3.3, therefore, a personnel specification could be drawn up and might look something like Figure 4.3. If considered necessary or useful, distinctions could be made between 'essential' or 'desirable' attributes.

From the information in the job description and personnel specification subsequent recruitment steps can be decided upon.

## Internal recruitment


The first step always in filling a position is to consider promoting or transferring existing employees. Considerable dissatisfaction can be caused by bringing newcomers in over the heads of present staff, which is often done with the intention of causing as little disturbance as possible to the organization. Unfortunately, because the hopes of some individuals in the organization may be frustrated, they may leave or behave in other unsatisfactory ways and the long-term effect is therefore far more damaging.

It is good management practice, therefore, for all vacancies in a company, and particularly those that may be seen by existing employees to be promotions, to be advertised internally on the staff noticeboard or by circulars. Circulating details to supervisors only is generally not satisfactory, since some employees may, for various reasons, fear that their supervisors will not put them forward. Many employers encourage existing employees to recruit new employees. See the Choice Hotels scheme in Figure 4.4.


## External recruitment

The next step, if no existing staff are suitable, is to go on to the labour market. This is where most problems arise and where most money and effort can be wasted. The numerous and varied means of recruitment include

- 1 newspapers: national, local and trade
- 2 agencies, including the Department for Education and Employment and the Youth Employment Offices
- 3 executive selection and management consultants
- 4 posters, e.g. on London Underground, in one's own premises, postcards in local post-office windows
- 5 colleges
- 6 the armed forces
- 7 The internet/online recruitment agencies.



**Marriott.**  
HOTELS · RESORTS · SUITES



**COURTYARD.**  
by Marriott

### PERSON SPECIFICATION

*(To be completed with Job Description prior to recruitment)*

JOB TITLE ..... LOCATION .....

	Minimum Requirements	Desired Requirements	Undesirable Factors
<b>Appearance &amp; Health</b> General Health Physical Capabilities Appearance/Image Speech Others			
<b>Attainments</b> Education Job Training Job Experience Others			
<b>Special Aptitudes</b> Manual Dexterity Numerical Dexterity Communication Skills Languages Others			
<b>Disposition</b> Self Reliance Maturity Confidence Assertive/Leadership Temperament Pleasant/Friendly Others			
<b>Circumstances</b> Family Commitments Accommodation Travel Mobility (Transfers) Others			

COMPLETED BY .....

AUTHORISED BY .....

DATE .....

DATE .....

**Figure 4.2** Example of person specification form

Source: Reproduced by courtesy of Marriott Hotels.



Job title	Chef de cuisine
Sex	Male/Female
ESSENTIAL Qualifications	
(a) educational	No formal requirements
(b) technical	City and Guilds of London 706/1/2 or formal apprenticeship, NVQ Level 3
Experience to include	(a) experience in all kitchen departments (b) experience of controlling a brigade of not less than five (c) recent experience of good quality à la carte service (up to 200 covers a day)
Personal qualities	(a) able to control mixed staff of English, Continental and Asian nationalities (b) stable employment record (e.g. no more than three jobs over the last ten years)
Personal circumstances	(a) able to work late (11 p.m.) about three nights a week (b) will have to live out
DESIRABLE Qualifications	Qualified skills trainer
Experience	Large-scale banqueting

**Figure 4.3** Personnel specification for a chef

The choice of media is critical to success and always depends on the type and level of vacancy and whether prospective employees are part of a local, national or an industry labour market, i.e. a primary or secondary labour market. Generally, the higher level appointments will be advertised nationally; for example, if a company is seeking to appoint an area manager for a group of hotels, the national press such as the *Daily Telegraph* or the *Sunday Times* could be used in conjunction with the trade press. On the other hand, if a waiter or waitress is required, local employment agencies and the local press will probably be adequate.

The likely mobility of applicants is of course vital and in this industry, where accommodation is often provided, even less qualified categories of employees are often part of a national or even international labour market and hence are prepared to move large distances. Because of this the trade press can be used effectively. If, for example, a living-in bar cellarperson is required, this could be advertised in a trade paper such as the *Caterer and Hotelkeeper* as well as in the local press and through agencies. Figure 4.5 illustrates some suitable sources.

## Advertising

The ability to use the right media is absolutely vital today particularly as major operators are now extremely sophisticated in their use of media. But it is no longer enough to choose one medium as opposed to another. Many employers are increasingly adopting 'multi-channel' recruitment also using their websites as the early steps in their selection process.

One of the recruitment needs, particularly for larger companies, is to develop a comprehensive interaction between the various media so that, for example, a press



**CHOICE HOTELS  
EUROPE**

**NEW EMPLOYEE INTRODUCTION  
BONUS SCHEME  
£50.00**

Invite a friend – colleague – relation or just an acquaintance to join  
the Company and you will earn yourself  
**£50.00**

*It's as simple as that.*

*The first £20.00 will be added to your wages when the person you have introduced has completed the first full month's employment with the remaining £30.00 being paid after 4 months with the Company.*  
Simply complete Section 'A' below and hand this form to your Manager.

**SECTION 'A'**

Introducing: Mr/Mrs/Miss

Address: \_\_\_\_\_

Tel No: \_\_\_\_\_

For the permanent position of \_\_\_\_\_

at \_\_\_\_\_

(Hotel/Unit Name) (Location)

*I confirm the above named person has been introduced to the Company solely on my recommendation and has no offer of employment with the Company at the present time.*

Name: \_\_\_\_\_ Signature: \_\_\_\_\_

Date: \_\_\_\_\_ Position: \_\_\_\_\_

Hotel/Unit Name: \_\_\_\_\_ Location: \_\_\_\_\_

**Section 'B' (Office use only)**

**Confirmation of new employee engaged:**

Name: \_\_\_\_\_ Hotel/Unit Name: \_\_\_\_\_ Location: \_\_\_\_\_

Position: \_\_\_\_\_ D.O.C. \_\_\_\_\_

Date of First Payment: \_\_\_\_\_ Date Paid: \_\_\_\_\_ GM. Signature: \_\_\_\_\_

Date of Second Payment: \_\_\_\_\_ Date Paid: \_\_\_\_\_ GM. Signature: \_\_\_\_\_

**WHY NOT ENTER OUR 'SUGGESTION SCHEME' £5-£250 – 'NEW BUSINESS BONUS SCHEME' £25-£1,000  
OR TAKE A "WEEKEND BREAK" AT DISCOUNTED PRICES**

*'Applicable only to properties owned or managed by Friendly Hotels PLC'*



CHOICE HOTELS EUROPE

CGENERALREF03400R0509

**Figure 4.4** New employee introduction bonus scheme

advertisement will lead a potential applicant to an interactive website. Many large companies are now outsourcing such processes to specialist commercial 'job board' firms.

Whilst the internet has grown significantly, newspapers, particularly local newspapers, still remain the most used media for recruitment. Whilst around

Staff to be recruited	Sources and/or type of media	Examples
Senior executives, e.g. area managers, regional managers, hotel managers	National press Trade press Consultants Agencies Internet Job boards, company websites	<i>Daily Telegraph</i> <i>Caterer and Hotelkeeper</i> Executive selection consultants, head hunters Ecco, Job Centres
Departmental heads, managers of small units, public house managers, etc.	Trade press Specialized sections of national press  Agencies Armed services Local radio Internet Job boards, company websites	<i>Caterer and Hotelkeeper</i> , HCIMA Journal – Hospitality <i>Daily Telegraph</i> , <i>Lady</i> (for housekeepers, etc.), <i>Daily Mail</i> Ecco, Job Centres, Resettlement officers of armed services Capital Radio
Skilled employees, e.g. cooks, waiters	Local press, including London evening papers and European Union local press Local colleges Agencies Government Training Centres BHA (foreign employees) Local radio and TV Areas of high unemployment Internet Job boards, company websites	<i>Evening Argus</i> , <i>Evening Standard</i>  Ecco, Job Centres
Semi-skilled/unskilled employees, e.g. cleaners, porter, kitchen hands, part-timers, bar staff, fast-food operatives	Local press Agencies Local colleges Internet Job boards, company websites Notices and posters  Social Services, e.g. probation officers Regional Development Authorities Local radio and TV Salvation Army YMCA YWCA	<i>Daily Echo</i> Ecco, Job Centres, Universities, Colleges of Technology (students)  Displayed in local post office and shop windows or in own premises

**Figure 4.5** Recruitment sources and media (external)

70% of employers now use their own websites to advertise vacancies, 40% are now using commercial job boards (2004). On the job-seekers side around one in four adults now favour the internet. But a survey also 'found that the use of agencies and headhunters was widespread' (British Market Research Bureau for Recruitment website reed.co.uk).

The web, whilst adding considerably to the recruiters' armoury, must not be seen as a replacement of older methods – instead it should be seen as just another weapon in the armoury. More direct methods, often a contemporary reworking of traditional methods, are also often utilized, such as specially printed table-top recruitment flyers in fast food outlets and pub-restaurants. Older, well-tried methods ranging from staff recruitment notices in pub windows through to open days will continue to play a crucial role.

It is evident that a large part of any recruitment can be expected to rely on various forms of advertising and, therefore, apart from the choice of media, the drafting of advertisements is important. To recruit successfully these days, in the face of expert competition from other employers, it is no longer enough just to place an advertisement. It has to be a good advertisement. Some suggested rules for creating an effective advertisement are given below:

- 1 Be honest.
- 2 Catch likely candidates' attention with a suitable headline.
- 3 Hold their attention by giving clear, factual information including
  - (a) locality
  - (b) job content
  - (c) prospects
  - (d) qualifications
  - (e) experience
  - (f) conditions of employment.
- 4 Keep the language simple if it is directed at unskilled applicants.
- 5 Stimulate interest in the employer and promote their image, but remember that the priority is to fill a vacancy, not to advertise the establishment.
- 6 Avoid box numbers.
- 7 Avoid meaningless statements such as 'attractive wage' or 'salary according to qualifications'.
- 8 Test the advertisement on others before finalizing it.
- 9 Describe what action has to be taken in order to apply.
- 10 Stimulate the reader to act by telling them to call in, write or telephone.

Advertising a vacancy should be the method by which an employer communicates to potential employees that they are seeking to fill a vacancy. If the advertisement is vaguely worded, it may encourage too many unsuitable applicants or, worse still, it may not attract the most suitable people.

A well-designed advertisement will do more than just communicate basic information in words; it can, by its graphic design, say a lot about the employer and their style.

There is an often quoted law of recruitment advertising which states that the ideal advertisement attracts only one applicant and that this applicant will be successful. This is obviously overstating the case but it does illustrate the need to think carefully about the media and the message. After all, money wasted on

ineffective advertising could well have been spent on new equipment, redecoration or even increases in salaries, and other employees in the organization will not be slow to point this out.

The chef's position described in Figure 3.3 could be advertised in the form shown in Figure 4.6. This illustrates an advertisement for a skilled person. Advertising for unskilled people needs a different approach; for example, if advertising for a barman/barmaid it may well be that the person appointed will need no experience, but some personal qualities instead, such as 'good appearance and personality'. For this reason the headline could be directed at unqualified but enthusiastic people, not experienced bar staff (Figure 4.7).

**THE SPLENDE HOTEL**  
invites applications for the position of

# CHEF DE CUISINE

The Splendide Hotel, part of an independent and progressive group, has an excellent reputation for its cuisine. It is situated on the sea front in Newtown and has two restaurants seating a total of 300 people, plus conference and function rooms able to cater for a further 300.


The person appointed will be responsible to the Food and Beverage Manager for all kitchen operations including purchasing, gross profit control, menu compilation, and staffing. He or she will have a full-time staff of fifteen including porters.

He or she will have either served a recognized apprenticeship or will have obtained the City and Guilds of London 706/1/2. His/her experience must have been in top class establishments that enjoy a good reputation for their standards of food and service.

The successful candidate will be paid a salary of not less than £18,000 p.a. for a five-day week, including some late evenings. After the first year he or she will receive four weeks' holiday per annum and will qualify for the Company's pension scheme. Prospects for promotion within the company are excellent. This is a living out appointment.

*Telephone, or write giving brief details of age, training and experience to*

**A. Smith, Food and Beverage Manager,**

  
**Splendide Hotel**  
 Newtown, Newtownshire  
 Telephone: Newtown (0021) 12345

An example of an advertisement which sets out to create a good impression of the employer. It says a reasonable amount about the job and encourages people to apply in the simplest way.

*vacancy larger than hotel name*

*brief description of employer*

*job description*

*person required*

*main conditions of employment*

*how to apply*

**Figure 4.6** Display advertisement for a chef de cuisine

**THE SPLENDE HOTEL**

situated in the centre of Newtown and catering for a busy commercial trade requires

**A SMART ENERGETIC PERSON**

to work as a part-time assistant in the cocktail bar. The successful applicant will assist the cocktail barman on Tuesday to Saturday evenings each week. Once the person appointed is familiar with the work he or she will stand in for the cocktail barman on Sunday evenings. Hours will be 5.45 p.m. to 10.45 p.m. (The Hotel is on several convenient bus routes which run up to about 11.00 p.m.)

No previous experience in bar work is required as training will be given, but the ability to get on with people will be essential. A meal will be provided during the evening and the rate of pay is 50p above the National Minimum Wage.

If you are interested telephone Mr A. Smith,  
Food and Beverage Manager.



**Splendide Hotel**  
Newtown, Newtownshire  
Telephone: Newtown (0021) 12345

**Figure 4.7** Display advertisement for a barman or barmaid (local press)

There are three main ways of inserting advertisements in newspapers: display, semi-display and classified. The examples in Figures 4.6 and 4.7 are display; because this form of advertisement takes up the most space and involve the most work, it is the most expensive.

The second method is semi-display, which gives the advertiser some prominence in the classified section. Often this is all that is required to attract applicants. An example of semi-display is shown in Figure 4.8.

Classified advertising is the least expensive and can be the least effective. This is because a large number of job advertisements are lumped together and consequently are less likely to catch the reader's eye. This is most likely to be the case when trying to recruit unqualified part-timers, because these are often recruited from normal readers who are not looking for jobs and consequently they will not look up the classified columns. On the other hand, a good display advertisement may well attract their attention and prompt them to apply. Many people, after all, have never thought of themselves working in a bar or restaurant, but the advertisement in Figure 4.8 would probably prompt several to apply. Figure 4.9 shows a typical classified advertisement.

In preparing recruitment advertisements it is useful to draw from product-selling techniques and to use the acronym AIDA which stands for:

Attract	ATTENTION
Create	INTEREST
Stimulate	DESIRE
Lead to	ACTION

**WORKING  
HEAD CHEF**  
*required*  
for busy 60-bedroomed  
Hotel.  
Large banqueting suite,  
100-cover restaurant  
and pub food operation.  
Ideal candidate will be  
required to form five  
commis into a cohesive  
team, maintain strict  
food cost control and  
attain percentages.  
Candidate will be  
totally responsible for  
kitchen cleanliness.  
*Apply in writing to:*  
**Managing Director  
Osterley Hotel  
764 Great West Road  
Isleworth, Middlesex**  
CVC25-017

Figure 4.8 Semi-display advertisement

**COOK REQUIRED** at Sussex  
House Nursing Home for alter-  
nate weekends, hours 8 a.m.-1  
p.m. If you are a kind, capable  
person interested in good home  
cooking then you may be the  
person we are looking for. Tele-  
phone for an informal chat on  
Horsham 12345.

Figure 4.9 Classified advertisement

## Recruitment agencies

In large organizations where recruitment costs run into many thousands of pounds a year, it is often normal to retain a recruitment agency. Usually their services cost relatively little, since they receive a commission from the newspaper owners. Smaller firms, on the other hand, will not be able to offer recruitment agencies enough business for them to be interested, but in this case the media themselves will always give advice and guidance.

Increasingly, of course, the internet is being used, not just to advertise but also as an interactive means of processing applications. Reasons employers give for using the web include:

- Reducing cost per hire (85%)
- Increasing speed to hire (85%)
- Strengthening the employer brand (65%)
- Greater flexibility and ease for candidates (59%)
- Broaden applicant pool (56%).

Source: Changeworknow/Lisa Astbury – published in People Management, July 2004.

One major hospitality employer, Whitbread, was quoted as saying that their development and use of the web resulted in their being able to recruit 60% of their managers directly and to improve the 90-day retention rate of starters from 85 to 95% (Smethurst, 2004).

The hospitality industry is now well served by a number of specialist executive selection and executive search (head-hunter) agencies.

## Word of mouth

One particular method of recruitment has been purposely left in our discussion until last because of the unique and important part it plays in recruitment. People in the hospitality industry know well the value of word-of-mouth recommendation. Many highly successful hotels, restaurants and public houses do not need to spend a penny on attracting customers. Their reputation is enough. This applies equally to staff and there are many successful managers who never have to spend a penny to recruit new staff. Consciously or unconsciously, their existing employees recruit newcomers for them.

This method of recruitment is particularly good because of the two-way recommendation. An existing employee is recommending someone as a good employer and the applicant is being recommended as a suitable employee. Recognizing the value of this method of recruitment, some firms actually stimulate it by paying bonuses to employees who successfully introduce newcomers to the firm.

However, for large organizations there can be a risk of falling foul of race relations legislation, because word-of-mouth systems of recruitment have been found to be discriminatory.

## Costs

Recruitment, like any other business activity, costs time and money. Most other business activities are measured in some way and standards or ratios are used to indicate the efficiency of the activity or otherwise.

This principle should apply equally to recruitment if it is a regular and substantial part of the running costs of the business. Where an agency is retained it will calculate the cost effectiveness of various media, but if an agency is not used this should be calculated internally. Figure 4.10 shows a simple form for the analysis of such costs.

	Daily Globe	Evening Star	Evening Star	Blue Agency	Job Centre
Job	Chef	Receptionist	Waiter	Waiter	Porter
Cost (£)	240	80	80	140	
Number of applicants	8	20	4	7	16
Number interviewed	5	12	3	6	9
Cost per applicant (£)	30	4	20	20	
Number of successful applicants	1	4	2	2	2
Cost per successful applicant (£)	240	20	40	70	

**Figure 4.10** Recruitment costs analysis for various jobs and media



Analyses can be much more complex, but something along the lines of the form shown in Figure 4.10 will prove sufficient for the average organization to recognize which means of recruitment is the most effective and which involves the least interviewing, correspondence and other administration.

## Recruitment code

Apart from costs, a manager also has wider responsibilities. As a result the Institute of Personnel Management (now the Chartered Institute of Personnel and Development) drew up the 'IPM Recruitment Code', the main points of which are as follows:

- 1 Job advertisements will state clearly the form of reply desired (e.g. curriculum vitae, completed application form) and any preference for handwritten applications.
- 2 An acknowledgement or reply will be made promptly to each applicant. Where consultants are acting mainly as forwarding agents for companies, the parties will agree who will acknowledge applications.
- 3 Candidates will be informed of the progress of the selection procedure, what this will be, the time likely to be involved and the policy regarding expenses.
- 4 Detailed personal information (e.g. religion, medical history, place of birth, family background) will not be called for unless and until it is relevant to the selection process.
- 5 Recruiters will not take up any reference without the candidate's specific approval.
- 6 Applications will be treated as confidential.

## The future of recruiting in the hospitality industry

Traditional forms of recruitment and sources of labour, it appears, are not going to be sufficient to provide the necessary number of people required by the hospitality industry over the next few years. Instead new methods and sources are going to be needed. For example, much more effort will be needed to create a positive awareness of the industry among young school children, not just those about to leave school. Another measure that can be developed is to recognize that, already, large numbers of young people work in the industry on a casual and part-time basis and more effort needs to be devoted to converting a proportion of these into permanent workers in the industry, by offering real career prospects involving training and personal development. One employer of a large number of casual workers, in 1995, won a human resource award (awarded by the Hotel and Catering Personnel and Training Association) for the approach it adopted to making casual workers become an integral part of the employing organization. Effort is also needed to develop more family-friendly policies in order to attract and retain more women returners and to assist them through the provision of crèche facilities, etc. These could be organized by employers on a cooperative basis. Apart from these sources of labour, employers could also consider targeting older people. Age discrimination, according to the Institute of Personnel Management (*IPM Digest*, June 1989), affects not just those over 50; women can start to experience age discrimination from the age of 35 onwards and men from 40 onwards. Other sectors of the population include people who

have been unemployed for a long period and various minority groups. These are in addition to the many millions of young people in continental Europe who are keen to work in Britain for a period to improve their English.

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### Questions

- 1 Describe the objectives of recruitment and the various steps you would normally expect to find in a systematic recruitment procedure.
- 2 Discuss which you consider to be the most important steps in recruitment and why.
- 3 Discuss what changes are likely to be made in the future to improve recruitment.
- 4 Evaluate the approach to recruitment used by an employer you know well.

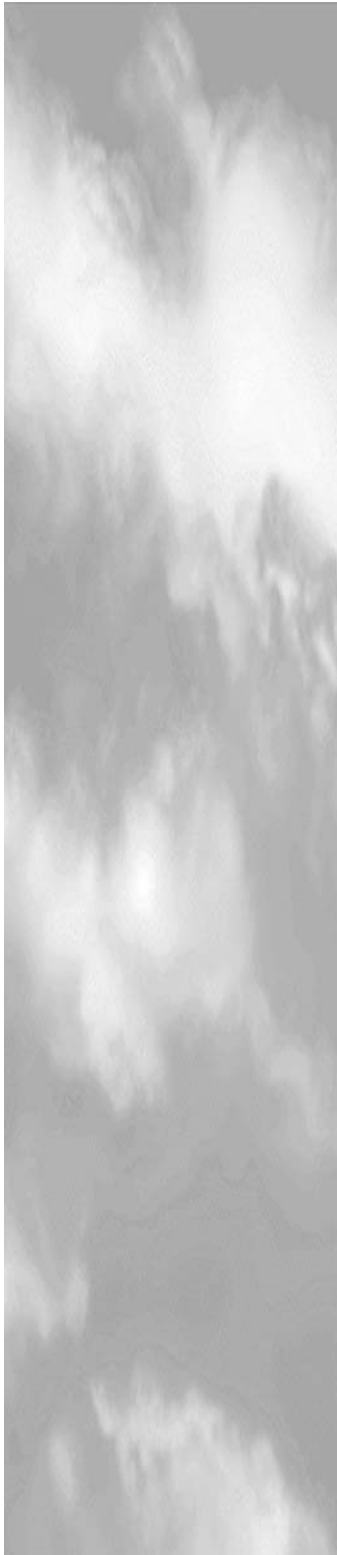
# Selection

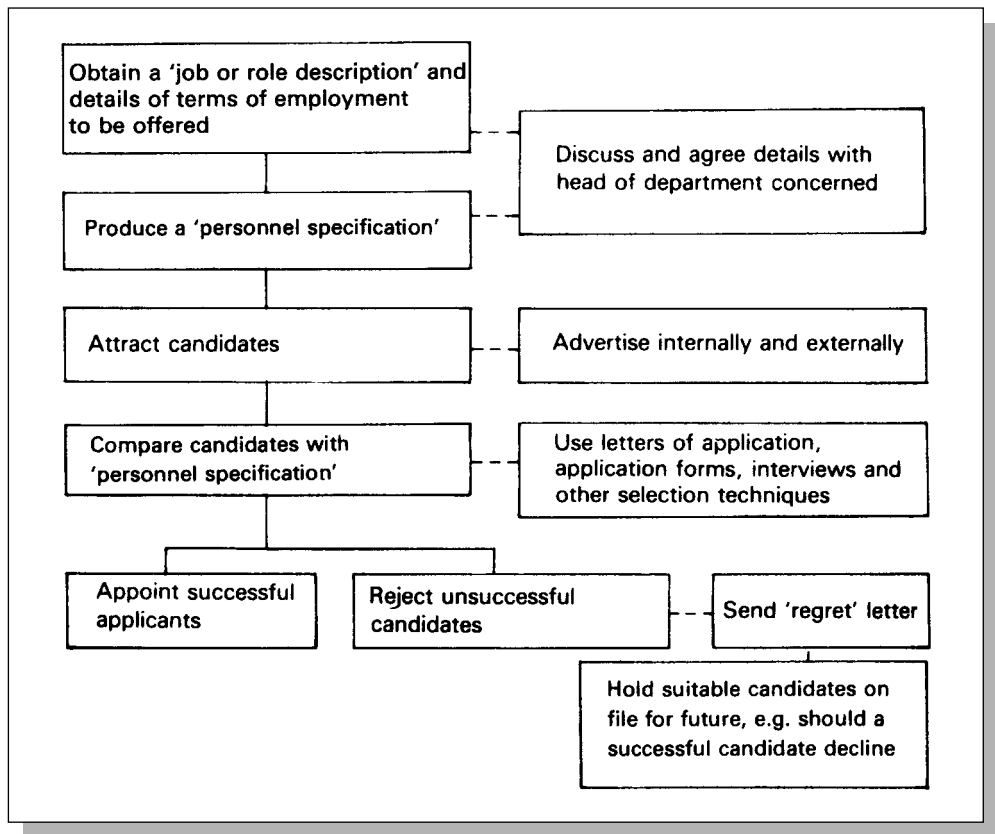
A key feature of the labour market of the current era is its competitiveness, caused by a rise in the number of jobs and a decline in the traditional sources of labour. For the hospitality industry it is likely to be extremely competitive as other service industries expand or emerge and compete for labour.

The consequence is that organizations will have to put much more effort into designing attractive jobs and conditions, using effective recruitment methods and developing applicant-friendly selection techniques. These techniques will have to serve the dual purpose of ensuring that the proper candidates are selected and also that the employing organization is sold effectively, remembering always that many candidates may also be customers of the enterprise.

## The selection process

One of a manager's major responsibilities is to initiate action but to do this he or she has to receive and interpret information in order to arrive at conclusions that will lead to the right action. The further up the hierarchy of management that people move the more they exercise skills of judgement and the less they carry out routine and supervisory tasks. In fact, a senior manager's job should normally be devoted almost entirely to making decisions that implement action and to designing systems that enable better decisions to be made. The skill of selecting staff is concerned entirely with this same process. In filling a vacancy a manager obtains information, sorts it, compares it, makes conclusions and implements action. This is illustrated in Figure 5.1.





**Figure 5.1** The selection procedure simplified

A manager will use the selection procedure normally for three different occasions:

- 1 To choose the most suitable person from several applicants to fill one vacancy.
- 2 To choose the right job from several for an applicant or several applicants.
- 3 Where there is only one applicant for a vacancy, to decide whether to appoint that applicant and, if so, to know his or her strengths and weaknesses so that additional supervision or appropriate training can be given, or so that the job can be modified.

In order to do this the manager should go through the procedure (described in Chapters 3 and 4) of preparing a comprehensive job or role description and personnel specification. Correct advertising will attract candidates and it is then the manager's job to ensure that information is obtained from candidates in a way that enables a comparison to be made with the personnel specification. From this procedure the most suitable applicant will emerge.

To assist in selection a variety of tools are available to the manager, including letters of application, application forms, interviews, group selection procedures, assessment centres and a range of tests sometimes referred to as psychometric tests.

Selection procedures attempt to predict, as accurately as possible, a person's likely performance in a particular job or, where there are several vacancies, the job in which he or she is most likely to be successful. Most selection methods are of a 'historical' nature, i.e. they base their predictions about future performance on a person's past performance. Other methods, such as group selection procedures, set out to predict future performance by simulating the type of work the candidates will have to perform. However, most people accept that, economic and human considerations apart, the best method is to employ a person for a period of time and then, if they prove satisfactory, to offer them the job. This is obviously not a practical method, although trial periods are used both consciously and unconsciously in most industries. Selection procedures, however, need to be designed in order to elicit the most useful and appropriate information in the most economical way.

## The personnel specification

In attempting to assess or to measure a person's suitability for a job it is important to know what characteristics are to be measured. The range and description of these characteristics can be vast and in many cases almost meaningless to the uninitiated. Some interview assessment forms contain a long list of items including charm, punctuality, honesty, integrity, ability, etc. Many of these are supposed to be assessed (or guessed) at an interview.

Most characteristics or patterns of behaviour, however, can be grouped under several broad headings and two methods of assessment in particular are of interest. The National Institute of Industrial Psychology (NIIP) system uses seven broad headings and J. Munro Fraser's plan uses five (Figure 5.2). The fivefold system is a system for measuring to what degree an individual possesses each of

### THE SEVEN-POINT PLAN (NIIP).

The seven-point plan covers:

- 1 Physical make-up — health, physique, appearance, bearing and speech.
- 2 Attainments — education, qualifications, experience.
- 3 General intelligence — fundamental intellectual capacity.
- 4 Special aptitudes — mechanical, manual dexterity, facility in the use of words or figures.
- 5 Interests — intellectual, practical: constructional, physically active, social, artistic.
- 6 Disposition — acceptability, influence over others, steadiness, dependability, self-reliance.
- 7 Circumstances — domestic circumstances, occupations of family.

### THE FIVEFOLD GRADING SYSTEM (MUNRO FRASER).

The fivefold grading system covers:

- 1 Impact on others — physical make-up, appearance, speech and manner.
- 2 Acquired qualifications — education, vocational training, work experience.
- 3 Innate abilities — natural quickness of comprehension and aptitude for learning.
- 4 Motivation — the kinds of goals set by the individual, his consistency and determination in following them up, his success in achieving them.
- 5 Adjustment — emotional stability, ability to stand up to stress and ability to get on with people.

**Figure 5.2** A summary of two approaches to staff selection

five points or groups of characteristics. Most managers will not wish to use rigidly such systems, instead they may wish to develop their own. It is important, however, to be consistent and to ensure that such specifications are not discriminatory in any way.

In producing a personnel specification, therefore, inclusion of such aspects with indications of desirable characteristics or precise requirements creates a 'pen picture' of the person required. During the subsequent selection procedure, candidates should be assessed or measured in the same way, making it a relatively simple task to identify the person with the assessment nearest to the personnel specification. He or she should be the most suitable of the candidates.

## **Letter of application**

Generally, it is not advisable to use letters of application as a selection method, any more than the telephone, without the support of an interview or other method. However, well-designed advertisements can ask applicants to give sufficient information from which some candidates can be chosen for interview. A typical sentence at the end of an advertisement would read: 'Kindly write giving details, include education, training, experience, and earnings to . . .'

The main occasion when selection will depend only upon an application letter is when applicants live at some distance, usually overseas. In such cases the cost of travel excludes the possibility of interviewing. Previous employers' references then become extremely important.

To attempt to make an appointment purely on the strength of information contained in a letter is very risky but if done, references and a full curriculum vitae should certainly be obtained first.

## **Telephone and internet applications**

Some employers have developed methods for using the telephone and the internet systematically as the first step in the selection procedures. When an applicant telephones he or she is interviewed via the telephone, the interviewer using a telephone interview questionnaire. The employer is able, as a consequence, to decide on the next step in the process. The internet is used in a similar way.

## **Application forms**

The application form is used primarily to gather together relevant details so that the selector has this information at his or her fingertips and can make fair comparisons with the personnel specification and with other candidates' applications.

When designing an application form it is important to remember that it may have to serve several purposes such as

- 1 deciding whom to invite for an interview
- 2 being used as an interview assessment form
- 3 documenting employees and obtaining referees' names and addresses

- 4 providing a reserve list of potential employees
- 5 measuring the effectiveness of various recruitment media
- 6 analysing the labour market
- 7 obtaining agreement for medical examination, reference enquiries, etc.

The information required on an application form will, therefore, include some or all of the following:

- 1 position applied for
- 2 personal data – name, address, telephone number, nationality
- 3 education – schools, subjects studied, exams passed and further education
- 4 professional qualifications
- 5 experience – jobs, duties, responsibilities, employers, earnings, reasons for leaving
- 6 skills – e.g. word processing (which applications?), PBX, languages
- 7 military experience – branch of the service, rank attained, experience
- 8 personal circumstances – when available, prepared to travel or to move, current holiday plans
- 9 medical history
- 10 interests – hobbies, sports, other activities
- 11 record of offences. *Note:* This is subject to the Rehabilitation of Offenders Act.

*Note:* Questions relating to sex, marital status, children, age may be discriminatory and have to be considered very carefully (usually after legal advice). If asked, the purpose should be for discrimination monitoring purposes i.e. to demonstrate that no discrimination occurs.

The exact nature and extent of the information asked for will depend on the type of job and the employer's administrative requirements, but it should be confined to information necessary for sound assessments to be made. It is not appropriate, therefore, for one blanket-type form to be used for all job categories. The type of form used for senior executives, which asks about professional qualifications and total employment history, would not be suitable for an unskilled worker such as a room attendant, where the last five years' work history may be quite sufficient.


In the design of an application form, legal aspects also have to be considered, particularly discrimination legislation. Questions about marital status and number of children, for example, may be permitted so long as everyone, regardless of sex, is asked such questions, and decisions are not based on this information to the exclusion of other information. See Figures 5.3 and 5.4 for examples of application forms.

## The interview

The next step after candidates have completed and submitted their applications, or discussed their qualifications on the telephone, is to invite selected candidates in for interviews. The interview is the most commonly used method of selection. It is also considered by many to be one of the least effective, largely because it bears no resemblance to what a person is likely to be employed to do and also because few

managers are properly trained in interview techniques. In one survey of graduate recruits, 52% reported that their selection interviews had left them with a poor impression of the company, due to lack of skill on the part of the interviewer (*Personnel Management*, October 1989). Consequently, many bad appointments are made because the candidates have not had the opportunity to show their paces,

**AFFIX  
PASSPORT  
PHOTOGRAPH  
HERE  
IF AVAILABLE**



**CHOICE HOTELS  
EUROPE**

**EMPLOYMENT APPLICATION FORM**

If attaching a CV, please ensure in addition that all sections are fully completed in BLOCK LETTERS

**HEAD QUARTERS ADDRESS:**  
112 - 114 STATION ROAD  
EDGWARE, MIDDLESEX HA8 7BJ  
Tel: (44) 181 233 2001  
Fax: (44) 181 233 2080  
Internet: <http://www.choicehotelseurope.co.uk>  
Email: [hr@choicehotelseurope.com](mailto:hr@choicehotelseurope.com)

Hotel/Inn applied for: .....

Position applied for: .....

Date available: .....

How long available: .....

**PERSONAL DETAILS**

Surname (Mr/Mrs/Miss): .....

First Name: .....

Full Address: .....

Tel No: ..... Date of Birth: .....

Name & Address of next of kin (to notify in case of accident or illness) .....

Nationality: ..... Place of Birth: .....

Marital Status: Single/Married/Widow/Widower .....

Have you any dependants YES/NO\* If so, number\* ..... Ages\* .....

Do you require a work permit YES/NO\* If YES, duration of permit .....

Tel No: ..... NHI No:

Have you had any serious illness/operation in the past five years? YES/NO\*

If so, please provide details .....

\*(Delete as necessary)


Have you any un-spent criminal convictions: YES/NO\*

**DETAILS OF PREVIOUS POSITIONS**  
(References will be applied for, unless otherwise requested)

<b>PRESENT OR LAST EMPLOYER:</b>	
1)	Company Name: .....
	Address: .....
	Position: ..... Rate of pay: ..... Employed from: ..... To: .....
	Reason for leaving: .....

<b>PREVIOUS:</b>	
2)	Company Name: .....
	Address: .....
	Position: ..... Rate of pay: ..... Employed from: ..... To: .....
	Reason for leaving: .....

<b>PREVIOUS:</b>	
3)	Company Name: .....
	Address: .....
	Position: ..... Rate of pay: ..... Employed from: ..... To: .....
	Reason for leaving: .....



Choice Hotels Europe is operated by Friendly Hotels Plc

**Figure 5.3** Application form for non-management positions

Source: Reproduced by courtesy of Choice Hotels Europe.



**EDUCATION:**

Name and Address of School/College:.....

Qualifications:.....

Professional Qualifications Passed:.....

**TRAINING:** (Details of Courses/Industrial Release)**OTHER EXPERIENCE OR QUALIFICATIONS:****INTERESTS/HOBBIES:****ACHIEVEMENTS:****AMBITIONS:**

*To comply with the Working Time Directive, I agree to advise the Company in writing, prior to any other work being undertaken, or if currently employed elsewhere, to confirm the number of hours and days involved.*

*I declare that the above is a true representation of the facts given and that employment, or continuity of employment will be subject to satisfactory references.*

**APPLICANT'S SIGNATURE:****DATE:****FOR OFFICE USE ONLY**

Date of commencement:..... Position:..... Rate of Pay:.....

(Weekly/4 Weekly)\*

References:

SENT

SENT

SENT

1

2

3

INTERVIEWER NAME:..... SIGNATURE:..... DATE:.....

C:\GENERAL\HR\REF55B2\04\99

**Figure 5.3** *continued*

or because the interviewer could not interpret rightly the available information. It is not possible in this book to discuss interviewing in depth, but excellent books have already been written on the subject (see the further reading at the end of this chapter). In conducting an interview, however, it is important to keep to a plan (see Figure 5.5 for an example), and the simplest method is to follow chronological order – starting at childhood and working up to the present day. Questions normally become more searching as one approaches current or more



Please complete the following three questions, with reference to either work or social situations:  
When completing, please include detail about how you went about it, what happened, how you felt at the end of it.

1. An example of the greatest challenge you have achieved.

2. An example of a time when you had to achieve something working with a group of people.

3. An example of a time when you were asked to do something you have never done before – how did you go about it.

**WHITBREAD**  
HOTEL COMPANY

Interview Comments Yes ☐ No ☐ Reference taken up Yes ☐

Reject letter sent Yes ☐ No ☐ Reference OK Yes ☐ No ☐

Offer letter sent Yes ☐ No ☐ Proof if details seen

Job offered Driving licence Yes ☐ N/A ☐

Start date \_\_\_\_\_ Other (specify) \_\_\_\_\_

Pay \_\_\_\_\_ P45 or P60 provided Yes ☐ No ☐

Hours \_\_\_\_\_

Job accepted Yes ☐ No ☐

Work permit seen N/A ☐ Yes ☐ No ☐

Number \_\_\_\_\_ Expiry date \_\_\_\_\_

Notes \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

MARRIOTT HOTELS • COURTYARD BY MARRIOTT • TRAVEL INN • THE BREWERY

**Managing Diversity**

The Whitbread Hotel Company is committed to an equal opportunities policy in employment and will assess applicants for jobs without regard to sex, marital status, race, disability, age or sexuality. To enable the company to monitor this policy please indicate to which ethnic group you belong. These are the approved categories from the Commission of Racial Equalities.

Single Married ☐ Separated ☐ Divorced ☐ Widowed ☐

Number of children: Male \_\_\_\_\_ Female \_\_\_\_\_ Ages \_\_\_\_\_

Nationality \_\_\_\_\_ Do you need a work permit to work in this country? Yes ☐ No ☐

White ☐ Indian ☐

Irish ☐ Pakistani ☐

Black African ☐ Bangladeshi ☐

Chinese ☐ Black Caribbean ☐

Black Other (Please specify) \_\_\_\_\_

Other (Please specify) \_\_\_\_\_

Are there any disabilities which may affect your application? Yes ☐ No ☐

Describe disabilities \_\_\_\_\_

Are you registered disabled? Yes ☐ No ☐ RDP No. \_\_\_\_\_

**Declaration**

The contents of this form are confidential. If you are successful it will form the basis of your records held by the Company. You should understand that if at a later date it is discovered false information has been given, this could lead to your dismissal.

I authorise the Company to obtain references to support this application once an offer has been made.

Declaration: I confirm that the information on this form is, to the best of my knowledge, true and complete. Any false statement may be sufficient cause for rejection or, if employed, dismissed.

Signature \_\_\_\_\_ Date \_\_\_\_\_

Figure 5.4 continued

Interview plan	
<i>Part 1</i>	
Introduction	Introduce oneself, describe position held and responsibilities, give brief description of unit, company, job, conditions, prospects, reasons for vacancy, hours of work, rate of pay. Format of interview.
<i>Part 2</i>	
Facts	What made applicant decide to come into the industry? Any connections with the industry, e.g. brought up in hotels?
Life	Where did applicant go to school, college, university? What qualifications did he or she attain? Special interests at school, college, both academic and non-academic. What was the first job after leaving school?
All jobs	Reasons for joining. Reason for leaving. Responsibility when first appointed and upon termination. Earnings when appointed and upon termination. What did applicant think of employer, manager? What was the most important lesson learnt there? What changes could be made? Main problems there. Main achievement there.
General	What is applicant's most important achievement? Hobbies and interests. What is ambition in life – next year, five years, ten years?
Technical expertise	A series of questions to test an applicant's technical knowledge should be asked.
Attitudes	Towards, e.g., recent legal changes. Unions, customers, work, management, college training/informal training.
Achievements	Greatest personal achievement. Greatest work-related achievement.
Family	Any domestic responsibilities at home? When available to start? What hours/days prepared to work? Mobility.
At present	Working? Type of job, duties, progress made in that job. Prospects, wages, benefits, reason for leaving, reason for coming to this position. Health, personal and of family. Criminal convictions.
<i>Part 3</i>	
Close	Answer applicant's questions. Explain next step in selection procedure. Check on travelling expenses.

**Figure 5.5** An example of what can be included in an interview plan

recent experiences, and these later questions must therefore be designed to test fully a person's claimed level of competence and likely level of achievement.

### Main types of interview

The most common method is the individual interview, i.e. one interviewer interviews one candidate at a time. Although this method usually enables the candidate to relax more quickly, there is the risk of bias or preference – particularly if the interviewer's decision is made independently of other colleagues.

The second method is a panel interview or selection board – very common in the public sector. This will usually consist at least of the line manager concerned and a personnel specialist. This approach reduces the risk of bias, particularly as the panel increases in size. However, for many candidates a panel interview can be a daunting experience, particularly as some panels are constituted more for political reasons than for expertise. The format of the panel interview can be varied by candidates being seen individually in turn by each member of the selection panel.

There is one type of interview sometimes referred to as a ‘stress’ interview. The intention is to create a stress situation to see how an applicant reacts. It is only valid if a person is likely to encounter stress situations (e.g. difficult customers) regularly and such interviews should only be administered by trained interview specialists. Even so, there are serious doubts about the ethics of conducting such an interview without giving the candidate prior notice – in which case much of the effect of the stress interview will be lost. The methods of selection used by the armed services tend to create such situations but this is because the military are likely to be subjected to severe stress.

## Some do's and don'ts

The following do's and don'ts should be useful.

### *Do*

- 1 Have a clear job or role description, personnel specification, details of conditions, and an interview plan that contains prepared technical questions.
- 2 Use a quiet, comfortable room.
- 3 Suspend all phone calls and other interruptions.
- 4 Introduce yourself, be natural and put the candidate at ease.
- 5 Explain clearly the job, conditions of employment and prospects.
- 6 Ask questions that begin with when, where, why, who, what and how. This avoids receiving ‘yes’ and ‘no’ as an answer and encourages the candidate to talk.
- 7 Avoid asking unnecessary questions already answered on the application form.
- 8 Listen and let the candidate talk freely, but at the same time guide and control the interview.
- 9 Encourage the candidate to ask questions.
- 10 Close the interview firmly and explain the next step in the procedure.
- 11 Treat all candidates as though they are potential employees and customers.
- 12 Write up your assessment immediately after each interview (see Figure 5.6 for an example).

If necessary make notes during an interview, but do explain to the candidate that this is necessary so that nothing of importance will be forgotten.

### *Don't*

- 1 keep the candidate waiting
- 2 oversell the job
- 3 conceal unpleasant facts about the job
- 4 interrupt or rush the interview

NAME .....	AGE .....	APPRAISED FOR .....
INTERVIEWED BY .....	DATE .....	

**1 PRESENT CIRCUMSTANCES:**

Firm ..... business ..... size .....

Position held ..... location .....

Salary ..... benefits ..... pension ..... holidays .....

Availability ..... preferred location .....

Notice given/received ..... other appointments pending .....

Salary expectation .....

Responsible to: .....

Responsible for: .....

a) no. and type of staff .....

b) duties .....

Prospects: .....

Reasons for leaving: .....

Reasons for wanting this appointment: .....

**2 PERSONALITY AND APPEARANCE:**

Appearance: .....

Dress: .....

Self-expression, accent, voice: .....

Manner: .....

Acceptability: .....

**3 FAMILY BACKGROUND:**

Origins ..... married/single ..... children .....

Views of candidate and his/her spouse on conditions of employment, including travel: .....

**4 EDUCATION:**

Type of education ..... achievements .....

**5 PROFESSIONAL QUALIFICATIONS:**

Type ..... place .....

Method of achievement; number of attempts: .....

**Figure 5.6** Selection interview appraisal report (for a senior appointment)  
 Source: Croner's Personnel Records, with kind permission of Croner Publications.

The form is a rectangular document with a decorative, wavy top edge. It is divided into three main sections, each with a heading and several lines of dotted text for writing.

**6 EXPERIENCE:**

.....

.....

.....

.....

.....

**7 APPRAISAL**

**Intelligence and ability**

.....

.....

**Knowledge and experience:  
(breadth and depth)** .....

.....

.....

**Career development — salary progression:**

.....

.....

.....

**Motivation, personal relationships, adjustment, stability:**

.....

.....

.....

**Health, outside interests, etc.:**

.....

.....

.....

**8 RECOMMENDATION:**

.....

.....

.....

.....

.....

**Figure 5.6** *continued*

- 5 preach to the candidate
- 6 read out to the candidate what is on the application form: he or she filled it in and knows it already
- 7 ask questions that indicate the answer
- 8 ask questions that only get 'yes' or 'no' for an answer
- 9 allow the first impression to influence the whole interview
- 10 ask unnecessary personal questions
- 11 raise hopes unnecessarily
- 12 leave candidates with a bad opinion of your organization; they may be potential customers in other contexts.
- 13 wait until the end of the day or even till the following day to write up your assessments.

## The three C's – contact, content, control

There are many different approaches to developing and practising interview technique; readers interested in taking the subject further should read the books listed at the end of this chapter. One simple approach for the non-specialist HR or personnel manager to use as a guide is one referred to as the three C's – contact, content, control.

'Contact' refers to the ability to make contact with the candidate, to develop a rapport. This is achieved by setting out to enable the candidate to relax so that the real person comes through. This is a difficult situation to achieve because for many candidates the interview can be very nerve-racking. However, a number of techniques, usually combined, can help, such as those listed below:

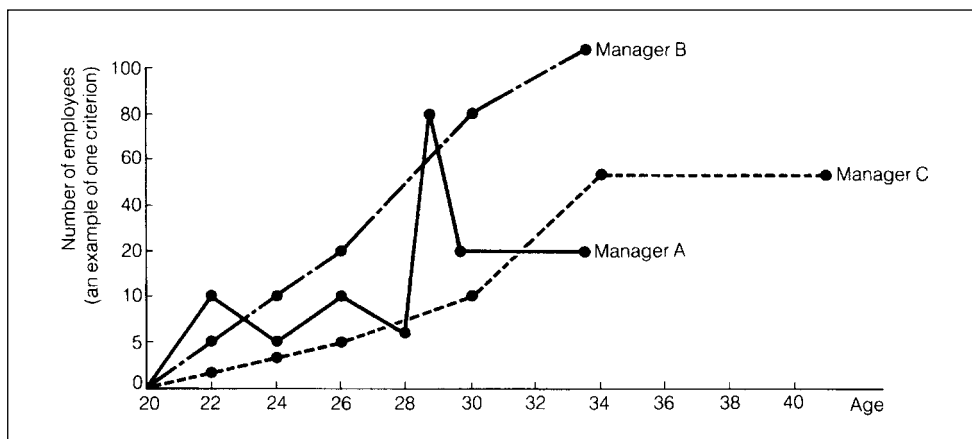
- Interview in an informal setting, but where there are no risks of disturbances or of being overheard.
- Avoid having a desk between the interviewee and yourself – a desk creates a psychological barrier.
- Offer a cup of tea or coffee.
- Invite a candidate to smoke if he or she wishes.
- Discuss common ground, e.g. a hotel, company, manager, town, football team, known to both of you (this information is easily found in a good application form).
- Use body language, e.g. move towards the candidate to emphasize that you are interested in what is being said.
- Use encouraging statements such as 'That's interesting', or 'Tell me more about that'.

'Content' is concerned with the two most important issues of selection – competency and compatibility. Can the person do the job, i.e. will he or she be competent? Secondly, will he or she fit into the team, i.e. be compatible? Thus the interview must cover all the important ground, including a person's technical competence, ability to get on with others and maybe their ability to take on increased responsibilities. It is particularly difficult to judge a person's future potential but one useful piece of information can be provided by a person's perspective of what is challenging. The question 'What is the biggest work-related responsibility you have ever had?' can be very informative. One person may answer, 'To have catered for 5000 at an agricultural show', whereas another candidate may answer, 'To have prepared a cold buffet for 200.' Such answers enable the interviewer, having checked the facts, to determine which of the applicants is more likely to fit in with the employer's scale of expectations.

Another important piece of information useful in predicting a candidate's growth potential is their career progression chart. From this, one can look for growth in responsibility, such as size of establishment, number of subordinates, standards (e.g. star rating) and earnings over a period of time. Figure 5.7 shows three hypothetical career paths.

Manager A (aged 33) has had an erratic career, manager B (aged 33) appears to be on a growth path and manager C (aged 40) has plateaued out. If all three were applying for a position with, say, around 150–200 subordinates, everything else





**Figure 5.7** Comparative career progression chart

being equal, then manager B appears to be most likely to be suited for the position. Obviously, many other factors have to be considered such as the number of job changes or promotions in each person's career and the reasons for the changes.

Another important aspect of 'content' is to ensure that the interviewer communicates all the necessary information to the candidate, pleasant and unpleasant (e.g. unsocial hours). The interview is, after all, a two-way process.

'Control' refers to the interviewer's ability to ensure that the interview plan is completed in the time allocated. This will require the skill to guide the candidate through the career and technical questions and to bring the candidate back if he or she begins to wander from the subject – without changing the 'contact' or rapport being built up.

One final rule and a useful one by which an interviewer's skill can be measured is to estimate the amount of time devoted by the interviewer to listening and to talking. Generally, the less the interviewer talks the better he or she is at formulating questions, listening and making the right assessment.

## Group selection procedures and assessment centres

The main weakness of the interview is that it relies on one technique only. This weakness can be compensated for to some extent by training and by involving a number of people in the process. One way of improving the reliability of a selection method, however, is to introduce more techniques so that the combination of techniques exposes more of a candidate's skills, personality traits, etc. to scrutiny. This is increasingly done through assessment centres or group selection procedures, which trace their roots back to methods used to select officers for the armed services.

These are specialized techniques and should always be conducted by people trained in their design, operation and interpretation. The purpose of a group selection procedure is to observe candidates' behaviour in a situation or in a variety of

situations similar to those they would have to face in the organization. A group selection procedure could include

- 1 analysis of problems with reports and presentations
- 2 group discussions and debates
- 3 business games and in-tray exercises
- 4 individual interviews
- 5 tests – aptitude, personality, interest
- 6 informal drinks and dinner
- 7 simulating an element of the job for which the candidate is applying, e.g. selling conference facilities.

Group selection procedures and assessment centres are normally used to identify personality traits, skills, etc. and to predict behaviour that is difficult to assess in an interview or from personal history. These traits may include leadership ability, persuasiveness, self-confidence, ability to stand up to pressure, and mental flexibility. Such procedures are used both for recruiting new employees (usually senior) and for assessing the promotion potential of existing employees.

## **Psychometric tests**

The testing of individuals in education, at work and in other aspects of their lives has been going on in various forms for many years. Its main industrial purpose is to help to predict future performance in particular fields by understanding individual and group behaviour. As with other selection procedures, testing assists in identifying the most suitable person for a job and in identifying the most suitable jobs for individuals.

Claims are made that well-constructed tests predict performance better than most other selection measures (*Best Test Practice*, 1991). It is reported that 85% of organizations now use tests (IPM/Mori, 1994), although such a percentage in the hospitality industry is most unlikely due to the large number of small employers.

Most tests can normally be administered only under the supervision of a trained person. The five main groups of tests are as follows.

### **Intelligence (IQ) tests**

These measure the stage of development of intelligence in children and the intelligence of adults relative to the general population. The mean score is 100. Such tests are commonly used to determine whether a person will be able to cope with certain intellectual tasks.

### **Attainment tests**

These measure the degree to which a person has acquired knowledge or skill. Applicants for jobs such as cashier, book-keeper or other clerical positions could be given simple attainment tests which could easily be devised by supervisors along with a personnel or training specialist. But it is important, in designing such tests, to recognize that failure to do the test may not indicate total unsuitability, but only a need for training. Many more skill or attainment tests, including those shown in Figure 5.8, could be used in this industry.

Example of category of employee	Nature of test
Chefs and cooks	Demonstrate knowledge of recipes and practical skill in making up certain dishes
Waiters and waitresses	Demonstrate knowledge of recipes, the accompaniments for certain dishes, and the service of some complex dishes
Barmen and barmaids	Demonstrate knowledge of and ability to prepare certain of the more popular drinks Demonstrate the ability to compute the cost of rounds of drinks
Cashiers and receptionists	Demonstrate knowledge of some common reception routines, the ability to operate appropriate office machines and to compute typical cash transactions

**Figure 5.8** Attainment tests – examples of uses

## Aptitude tests

This group of tests identifies an individual's innate suitability for particular types of work and can indicate whether a person would be more suited to one type of work rather than another.

## Interest tests

These tests indicate broadly which type of work an individual would prefer, such as: indoor, outdoor, computational, gregarious, individual, routine, creative. It is important to stress that an interest in, or preference for, particular work need not indicate an aptitude for that work. However, where an aptitude for a certain type of work is supported by an interest in the same type of work, the chances of that individual succeeding are likely to be much higher.

## Personality tests

These tests determine an individual's reactions to different situations, from which general conclusions can be drawn about likely future behaviour. They are concerned mainly with measuring non-intellectual characteristics. In particular most attempt to measure how a person relates to the world around him or her and they do this by measuring the degree to which the person possesses certain personality traits, such as drive, stability, persuasiveness, self-confidence, introversion and extroversion. Some personality tests, such as Raymond Cattell's 16PF (Sixteen Personality Factor Questionnaire), are claimed to be extremely comprehensive, covering most aspects of personality encountered in normal individuals.

In some countries, France for example, graphology is used. Graphology is the study of handwriting in order to determine personality. In the UK and many other countries it is, however, not considered to be a reliable method of testing for employment purposes.

## Test batteries

It will be clear that each of the groups of tests mentioned above, with one or two possible exceptions, attempts to measure limited aspects of an individual. These are intelligence, attainment, aptitude, interests and personality. Each individual employed, however, needs levels or aspects of each of these characteristics and using one type of test only may not do the person justice. As a result some selection specialists use a battery or variety of tests that measure several of those aspects of a person that may be considered of importance. Additionally, a test battery may be only part of an overall procedure incorporated, for example, in a group selection procedure or assessment centre.

There is concern that tests may have a disparate impact, i.e. their use may result in discriminating against, or in favour of, one or more groups. Codes of practice concerning the use of tests have been produced by the Institute of Personnel and Development and by the Commission on Racial Equality.


## References

It is important to remember that references are only as reliable as the judgement of the person giving them, and because of the fear some employers have of putting a bad or indifferent reference in writing, many written references are worthless. The best procedure for obtaining references, therefore, is to telephone referees and to discuss a candidate's application on the telephone. This discussion should be written up afterwards so that it can be put into a person's file (remember that under the Data Protection Act the subject may have the right to see this). Alternatively, a standard letter or questionnaire asking previous employers to confirm certain details can be used (Figure 5.9).

References must only be sought after candidates have been offered an appointment subject to references, since they may not have informed their current employer of their plans to move – unless, of course, they have given specific permission for references to be applied for before an offer of appointment is made (which is common in the public sector).

Successful selection, i.e. placing suitable people into the right jobs, is vital to the prosperity of an organization. But selection can only be successful if it is carried out methodically, and this requires a clear job description and personnel specification, plus a system that ensures that the most suitable candidates are attracted and identified. This will require well-designed advertisements and application forms that elicit appropriate information. Interviews and other selection techniques, as outlined above, will then have to be conducted enabling the assessor to predict, as accurately as possible, a candidate's performance if he or she were to be appointed. This will involve knowing which characteristics are desirable and it will also involve using techniques that identify or measure those same characteristics.

**REQUEST FOR REFERENCE**



**CHOICE HOTELS**  
EUROPE  
Headquarters Address:  
112 - 114 Station Road, Edgware, Middx. HA8 7BJ  
Tel: 0181 233 2001 Fax: 0181 233 2080  
Internet: <http://www.choicehotelseurope.com>  
Email: [hr@choicehotelseurope.com](mailto:hr@choicehotelseurope.com)

To: \_\_\_\_\_

**PLEASE REPLY TO:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Re: Mr/Mrs/Miss: \_\_\_\_\_  
Position Applied for: \_\_\_\_\_

Dear Sir/Madam

The above named has applied to work for us and I will appreciate you completing the reference request and returning it to me as soon as convenient.

We shall gladly reciprocate at any time, and of course, you are assured that all information that you give will be treated in the strictest confidence.

Thank you for your help.

Yours faithfully

---

**WITHOUT PREJUDICE**

Date of Study: \_\_\_\_\_ From: \_\_\_\_\_ To: \_\_\_\_\_

Course: \_\_\_\_\_

Kindly rate the Student for:	EXCELLENT	GOOD	AVERAGE	POOR	*COMMENTS
JOB KNOWLEDGE					
CAPABILITY - OVERALL					
ATTENDANCE/TIMEKEEPING					
CO-OPERATION					
CONDUCT					
TEAM WORK					
OPERATIVE SKILLS					
LEADERSHIP QUALITIES					
ENTHUSIASM					
WORK RATE					

WOULD YOU EMPLOY? YES/NO \_\_\_\_\_ \* More details will be appreciated

Do you have any additional information regarding the suitability of the applicant for the position applied for YES/NO (If YES, please advise) \_\_\_\_\_

or: I would prefer to discuss this reference request over the phone, and my telephone number is: \_\_\_\_\_

DATE: \_\_\_\_\_ SIGNED: \_\_\_\_\_ POSITION: \_\_\_\_\_

**Figure 5.9** A reference enquiry letter  
Source: Reproduced by courtesy of Choice Hotels.

## Future trends

For the industry's smaller employers the need to adopt more effective selection techniques, or at least to apply commonly used ones more effectively, is vital. Larger organizations need to examine not only the techniques they use but

also where the emphasis is placed. Currently, for example, most applicants are eliminated before interview on the basis of their application form – among the least reliable of the selection tools. The most systematic methods are used on the smallest number, those who remain after the first screening. Maybe more effort needs to be devoted to ensuring that the good candidates who currently are lost through the initial screening are not lost, by using more systematic methods in the earlier stages of the process such as through telephone or internet interview. This would require considerably more thought in designing recruitment literature, so that self-selection plays a bigger part in bringing forward a smaller number of candidates, who are better candidates, followed maybe by self-administered tests. It is very likely that the internet will help this process.

Careful selection is an investment in team building and though it is more time-consuming and hence more costly than haphazard recruitment, the reduction in labour turnover which normally results, together with the consequent improvement in efficiency and customer satisfaction, should make it worthwhile.

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**Questions**

- 1 Describe the objectives of selection, the alternative methods and the various steps you would normally expect to find in a systematic selection procedure.
- 2 Discuss which you consider to be the most effective selection method and why.
- 3 Compare and contrast interviews, psychological tests and group assessment procedures.
- 4 Discuss what changes are likely to be made in the future to improve selection procedures.
- 5 Evaluate the approach to selection used by an employer you know well.