STAFFING: HUMAN RESOURCES MANAGEMENT IN HOSPITALITY MANAGEMENT

Courtesy of StockByte/Getty Images.

THE PURPOSE OF THIS CHAPTER

One of the major contributions made by Frederick Taylor and scientific management theory was the principle of fitting the right person to the job rather than hiring just whoever came along. Accordingly, modern hospitality management has developed effective procedures for selecting its employees. This trend has been helpful because personal service and personal interaction with a guest are crucial to our field. Since a hospitality firm spends somewhere between 20 and 40 percent of its revenue on direct and indirect wage costs, an understanding of the management function concerned with managing human resources has become essential to the education of managers in our industry.

THIS CHAPTER SHOULD HELP YOU

1. Understand the major issues pertaining to human resources management.
2. Explain why job descriptions are important, and describe how they are developed.
3. Name the major internal and external sources for identifying prospective employees, and list the advantages of each source.
4. Describe the selection and employment process and its major component activities of information gathering, induction, and orientation.
5. Appreciate the need for training, and the costs associated with it (and the costs resulting from failure to provide training).
6. Depict the importance and financial implications surrounding employee retention.
7. Outline the general procedure of staff planning, and identify and describe the major tools used in that process.

ISSUES IN HUMAN RESOURCES MANAGEMENT

Human resourcesmanagement at all levels is one of the major concerns of hospitality managers. Staffing hotels and restaurants with willing and qualified employees has been a challenge for some time now. During the 1970s, when the hospitality industry's growth was fastest, there was also a continuing influx of young people into the work-force as the baby boomers entered their teenage and college-age years. By the begin-ning of the 1980s, however, the number of young workers began to decline, a decline that has continued steadily and persists today. Because the industry has continued to expand, a growing shortage of workers has developed in more markets, reaching crisis proportions for some operators even in the current economy. The current shortage is frequently mentioned by managers as one of their more serious challenges.

As early as 1985, more than 80 percent of quick-service managers surveyed by *Nation's Restaurant News* reported their operations to be understaffed, and even when we have faced recession, most labor markets have continued to report periodic scarcity. We have noted, too, in earlier chapters, that competition for workers from sectors such as health care and retail is fierce now and likely to become more so. Quick service has felt the shortage of young workers more severely than have some other hospitality businesses, but virtually all segments are significant employers of young people, and all draw from roughly the same general labor pool. When the pool is in short supply, it doesn't take long for all segments to be affected.

Operators have found that where labor shortages have been severe, managers often had to work stations to cover for absent crew members. Moreover, when not working to cover missing employees, they had to spend an excessive amount of time on recruiting. Later in the chapter, we look at what they and others have done to address the labor shortage. Even if there weren't periodic labor shortages, though, human resources management would be a major concern for two good reasons.

First and most important is that in a field whose stock-in-trade is **personal service**, the success of the whole enterprise often rests on the kind of employee and how he or she performs a certain job. In particular, the public-contact employee—the waiter or waitress, counterperson, or desk clerk—must be chosen with special care. The back-of-the-house employee must also have definite qualifications. If the cook that the waitress must deal with in the back of the house is a temperamental plate thrower or a foul-mouthed grouch, it will be hard for her, regardless of how pleasant she may be, to show her good side in the dining room.

A second reason for the importance of staffing is the significance of its cost. Few hospitality firms spend less than 25 percent of their sales on **payroll costs**, and some hotel food service departments spend as much as 40 percent of food and beverage sales on

payroll and related costs. Moreover, wages had been increasing rapidly in the hospitality industry even before there was a labor shortage. With wages rising at all levels of operation, you can be sure that wage cost will be a major concern for the rest of your career.

Aside from wage rates, one of the major contributors to the high cost of labor is high turnover. There are definite costs associated with hiring and training an employee. If that employee leaves just when he or she is about to become productive, the turnover will be both expensive and wasteful. Increasing retention, then, is a primary goal of the human resources function. This retention involves some key ideas: matching the person to the job (a common phrase right now is: "Fill the bus, and then make sure everyone is in the right seat," meaning hire the right people and put them in the right positions), giving the new employee a favorable first impression of the company, stressing the importance of the job, and providing enough training to make the new employee feel able to do the work required.

Actually, human resources management involves, at one time or another, all the other components of the management process. As you will see in the last section of this chapter, staff planning is crucial, and staffing reflects management's organizing efforts at controlling labor costs. The process of induction and training is closely tied to the function of directing and leading. Because of the importance of people in our industry, however, we must isolate the staffing work of managers for the purposes of study. We can define staffing—or human resources management—in this way: Staffing is the work that managers and supervisors do to determine the specific personnel needs of their operations—to attract qualified applicants and to choose the best suited of these for employment and training. The manager accomplishes the human resources management function by using specialized staff planning tools.

FITTING PEOPLE TO JOBS

Although most managers have always tried to choose the right person for the job, particularly in responsible positions, there was no general awareness of the importance of this practice until Frederick Taylor's time (he published his first monograph on the topic is 1903). In some places, tradition determined who would take a job. Labor was often so poorly paid that people were chosen for the jobs on the basis of how little payment they would accept. Thus, although it may seem obvious to us, the modern practice of matching person to job has been the general practice just little more than 100 years.

We should note that some people in hospitality management still don't have an organized notion of the human resources function, and an even larger group sometimes appears not to understand it. Some managers are constantly surprised when work

does not get done, even though they have not staffed their positions so that it will get done. Such people hire whoever comes in the door and put him or her to work with little or no training. Either hospitality managers who proceed in this way fail or they succeed in spite of their staffing weaknesses because of some other special strengths. Just because some operators do not understand the principle of wise staffing, however, is no reason to follow their lead and ignore these principles.

Many successful independent operators appear to follow no formal staffing procedures but achieve effective staffing results anyway. Although they may ignore formal procedures, these operators generally follow informal procedures picked up through experience, in talking with competitors, at trade shows and industry meetings, and so forth. In practice, these informal procedures may come close to more formalized programs. These operators, by and large, are the "old pros." Although their results are good, beginners probably would do better to start with proven fundamentals. Figure 18.1
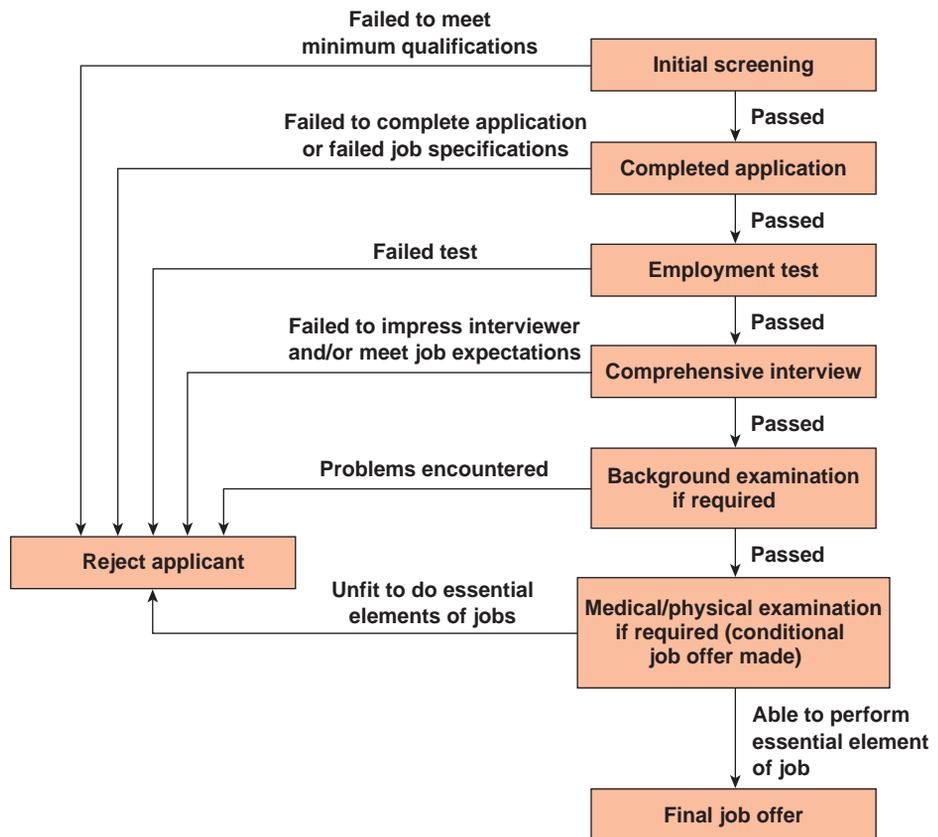
Figure 18.1
Steps in the job selection process. (Source: David A. DeCenzo and Stephen P. Robbins, *Human Resource Management,* 10th ed. (Hoboken, NJ: John Wiley & Sons, 2010). Reprinted with permission)

spells out those fundamentals as a set of steps managers should follow in the selection process.

JOB DESCRIPTIONS

If a company has no formal staffing procedure, the first step in adopting one will be to identify each job being done. For each job identified, the company prepares a **job description**. (Job descriptions for workers are often based on formal task analyses prepared by someone with industrial engineering training.) Figures 18.2 and 18.3 illustrate sample management job descriptions. **Job specifications**, however, specify the exact requirements that a person must bring to a job.

The logic of the job description should be obvious. We can hardly hire the right person for the job until we have a good idea of what the job is. Once a job is analyzed carefully, some minimum standards for an applicant should emerge. Sometimes these standards are broken down into physical requirements, mental ability, and emotional or attitudinal characteristics.

PHYSICAL REQUIREMENTS.   The person hired must be able to do the job. If a server must reach across a booth, the applicant may have to conform to some minimum height requirement. (Five feet is used by some companies). A receiver's job may require someone able to lift 100 pounds and generally able to do heavy physical work. A company must be cautious when establishing any physical requirements for a job and be confident that they are indeed necessary qualifications. Federal regulations such as the Americans with Disabilities Act (ADA) in the United States have complicated this process. An employer, however, still has the need to fit the person to the job to a certain degree.

MENTAL OR INTELLECTUAL ABILITIES.   Some jobs require specific intellectual abilities. Desk clerks and other public-contact employees must speak reasonably clear English. (In Quebec, they will need English and also are required to be fluent in French. In some parts of the United States, Spanish is helpful and/or necessary.) Waitresses and waiters must have sufficient arithmetic ability to total a check. Cooks and bartenders must be able to convert recipes from one yield quantity to another. Testing is one method that employers use to determine if a job candidate has the necessary abilities.

EMOTIONAL OR ATTITUDINAL CHARACTERISTICS.   Once again, public-contact employees should express by their manner a reasonably pleasant disposition. Those who are hired to work under pressure, such as servers and bartenders, should not project

NAME: _____   DATE: _____ /_____ /_____   Page_____ of_____

POSITION TITLE: JOB CODE: EFFECTIVE DATE:

Food Service Manager

REPORTS TO: LOCATION:

Food Service Director   **East**

DIVISION: AREA GROUP   REGION/DEPT   DIST/SEC/UNIT

Educational

Basic Function:

   Handle all assigned responsibilities in a professional manner.

Scope:

1. Responsible for all phases of unit as designated by FSD.
2. Responsible for all phases of the cafeteria.
3. Responsible for all catered events.
4. Responsible for expanding business volume in the above-listed areas.

Principal Duties (by Key Result Area):

1. Training and developing staff to full potential.
2. Ordering, using competitive bids and approved suppliers.
3. Manning/pricing.
4. Developing two specials per month as per schedule forwarded to FSD and DM: that is, "monotony breakers."
5. Determining pre- and postcost to attain a financial success.
6. Maintaining records for following year reference.
7. Attaining financial goals.
8. Maintaining a high level of satisfaction.

Position Specifications:

1. Must be able to work as an integral part of a management team.
2. Must be able to maintain a rapport with superiors and subordinates.
3. Must be able to cope with work pressures.
4. Must be innovative and willing to take the initiative.
5. Must maintain a professional appearance as deemed necessary to satisfy the client.
6. Must have the ability to plan and organize.

Where/How to Obtain Training:

1. Second-phase management development program.
2. On-the-job training.
3. Company-initiated programs and films.
4. Management meetings.

Figure 18.2
Job description–manager.

NAME: _____   DATE: _____ /_____ /_____   Page_____ of_____

POSITION TITLE: JOB CODE: EFFECTIVE DATE:

Chief Dietitian   FO6

REPORTS TO: LOCATION:

Food Service Director   East

DIVISION: AREA GROUP   REGION/DEPT   DIST/SEC/UNIT

Health Care

Basic Function:

   To obtain or improve nutritional status of patients.

Scope:

   To be responsible for high-quality nutritional patient care and instruction.

   To be responsible for overseeing the activities of one other dietitian.

Principal Duties (by Key Result Area):

1. Visiting and instructing patients and recording in medical charts.

2. Supervising diet aides and ensuring that all patients are visited within 24 hours of admission.

3. Working closely with in-service department orienting new hires and students to procedures of dietary department.

4. Operating an outpatient diet instruction clinic.

5. Supervising proper preparation and distribution of tube feedings and nourishments.

Position Specifications:

   BS degree in foods and nutrition.

   1 year ADA-accredited internship.

   ADA membership. ADA registration.

Where/How to Obtain Training:

   Local monthly dietitian's journal club.

   State and national dietetic association meetings.

   Local and state diabetes association meetings.

Figure 18.3
Job description–dietitian.

a nervous or irritable disposition. An increasing number of companies are concerned as well with an employee's ability to get along with fellow workers and to work in a team.

EMPLOYEES WITH DISABILITIES. In some jobs, physical or mental disabilities are not a drawback. Food service is a major employer of workers with disabilities. Among operators who employ disabled workers, 90 percent reported that disabled workers' performance was excellent or good when compared to nondisabled workers. Since the passing of the ADA in 1993, many businesses within the restaurant sector have been extremely proactive at hiring and training workers with disabilities. Certain restaurants have worked hard to hire from this group and received tremendous recognition for their efforts. Prior to its closing in 2009 due to the relocation of the Dane County courthouse that displaced the restaurant, of the 27 employees at the Wilson Street Grill in Madison, Wisconsin, over one-third had some sort of disability. The owners indicated that they never changed their high standards and continued to require tests and a probationary period for all employees. The organization has simply been successful matching employees with the right job in the restaurant.[1]

RECRUITING

Once we know what kind of people we want for each job we've identified, we must try to attract a pool of applicants that permits us to select the best-qualified ones. This activity is known as **recruiting**. Indeed, we will shortly argue that, in the face of labor shortages, it has become as necessary to segment the labor market as it has been to target the appropriate customer group. The major sources of prospective employees are the operation itself (the internal source) and various outside sources. Each has its special strengths and problems.

It is interesting to see what steps are taken in the search process when there is a severe labor shortage such as the one we mentioned earlier. What one company did was to appoint a special task force of human resources and operations people to lead a crash recruiting program in the area. The task force compared the company's operating, pay, and human resource practices with those of its competitors. As a result, wages and benefits were adjusted as appropriate, an incentive program was introduced for suggestive selling, and the employee food discount and vacation programs were improved. Moreover, the task force used mobile recruiting vans and developed a reward program for referrals of new employees by those already on staff.

As you can see, recruiting involved thinking through the job the company had to offer in much the same way it might have looked at a product for sale. Increasingly, employers are seeing themselves as having, in effect, "jobs for sale," with their prospective employees as their customers. Day in and day out, crisis or not, recruiting follows the same general pattern.

Before looking at the different sources, it is important to think of *job previews*—how the company describes the job to potential applicants. This is particularly important in hospitality since, as we know, the hours can be long. Traditionally, job previews create high job expectations. In other words, they were artificially inflated. The recruiter is not necessarily being deceptive but rather wants to "sell" the job. The problem with unrealistic job previews is that, while they generate a high rate of job-offer acceptance, they result in dissatisfaction, frustration, and—ultimately—needless turnover. Realistic job previews, however, set the initial job expectations realistically. For example, a recruiter stating a realistic job preview might say, "Yes, the hours are long, and most new supervisors work ten hours per day and six days per week. But the opportunities for advancement are plentiful; our company promotes those managers who work hard."

INTERNAL SOURCES

Recruiting via **internal sources** can be accomplished in a variety of ways. Employees often recommend their friends and relatives for work. Many hotel and food service employers pay a bonus to employees who refer applicants who take a job and stay in it for a specified period of time. Hiring people who come with the recommendation of reliable employees increases the chances that the new employee will fit in with the existing organization. Because the person recommending the new employee has to go on record not only with the boss but also with fellow employees, he or she is likely to make recommendations cautiously. Besides, the current employee will have to work with the new hire too.

A second internal source is the pool of former employees. Some may have left to raise children or pursue further schooling; others may have changed employers for what looked like a better opportunity. Because former employees are a known quantity—and because they know the company and its practices—they have an advantage over a new applicant. Many firms make a practice of using former employees, particularly servers, on a **part-time** basis for parties and banquets or for an extra-busy day, such as Mother's Day or a football weekend.

Of course, when trying to fill higher-level positions (supervisory and above), there is always the third source, which consists of current employees themselves. Some companies pride themselves on taking care of employees first by promoting from

within. This practice will necessarily leave a vacant position at some level below the newly filled position, however, requiring the company eventually to search externally.

Although internal sources offer the advantages of a known quantity, these sources may not supply enough people in a tight labor market. If an operation requires a major addition to its workforce—for example, after expansion—these sources are often inadequate, and so the operation must look outside.

EXTERNAL SOURCES

The three major means of contacting employees via **external sources** are through traditional advertisements (such as in the newspaper), online recruiting (such as on Monster.com), and **employment agencies**. Also, some applicants walk in. Finally, operations that are organized by a union can call the hiring hall and ask that members be referred for employment.

ADVERTISING.   The strengths and weaknesses of **advertising** lie in the number of applicants it generally yields. In help-wanted ads, posted either online or in traditional print media, you direct your request to a large readership. People who read help-wanted ads are usually searching for a job or thinking of changing jobs. From this large number of readers, a good number of people are likely to apply. Thus, the employer can choose those who appear to have the best qualifications from among a large pool of applicants. When several positions must be filled or when a new operation is being started, the large number of applicants offers obvious advantages.

Those large numbers can, however, be a disadvantage. Dealing with a great number of applicants is time-consuming. Each applicant submits an **application** (and in some cases, must be told how to complete it), and then each application must be processed. These clerical duties are compounded by management's commitment to interview the applicants, which also takes a great deal of time. Because applicants are members of the public—that is, members of the community from which the customers come—each applicant must receive courteous attention, or management risks losing their patronage and that of their relatives and acquaintances. Because of the time commitment necessary, many employers advertise jobs only if they have a number of positions to fill or if the labor market is especially tight. In such cases, point-of-service advertising is also used, typically in the quick-service arena, where "now hiring" is posted on the window or printed on the receipt.

Some firms have found job fairs and open houses an effective approach to mass recruiting. Job fairs provide a neutral atmosphere where job seekers and employers can meet informally. The setting lends itself to brief, informational exchanges that also

offer the employer an opportunity to screen applicants and call back those who seem interesting. An open house functions in much the same way but gives the company an opportunity to acquaint applicants with its operation.

ONLINE RECRUITING. This medium is becoming the preferred method for many hospitality companies as it allows for prescreening and is an efficient and economical means of sorting through large numbers of applications. Furthermore, it enables efficient matching of applicants and companies. Companies typically use two means of online recruiting: job boards or their own employment Web sites. Popular job board sites include Monster.com (and MonsterTRAK.com, which is specific for colleges and universities), CareerBuilder.com, TweetMyJobs.com, Idealist.org (for nonprofits), Craigslist.org, and Hcareers.com. From a company perspective, the advantage of a job board is that it provides a greater reach than what other media advertising might provide. Similarly, for students, it allows them to research companies (and jobs) outside of their local areas.

A more targeted type of job board includes sites such as MonsterTRAK.com, which, in addition to offering specialized service to students at individual colleges and universities, has special features that allow students to connect with alumni.

More and more companies are developing their own sites, including most of the larger hospitality companies, such as Marriott, Hyatt, McDonald's, and Sodexo.

Both recruiters and campus representatives continue to remind students that as efficient as online sites can be, students still have to be proactive in their job searches. It is not enough to simply post a résumé and sit back and wait for a company to contact you. On a related note, companies are also using social networking sites in considering applicants. We are not assessing the ethical and moral issues associated with this but mention it because as students must be proactive in their online job search, they must also be cautious in what information they share in other venues such as Facebook.

EMPLOYMENT AGENCIES. Each state maintains employment offices in or accessible to all communities in the state. The agencies are operated with tax revenue; thus, they require no placement fee from either the employer or the employee. Because people must register with the employment service when they are out of work in order to qualify for unemployment compensation, this office remains constantly in touch with job seekers.

Many employers make it a point to become personally acquainted with the state employment office's manager and counselors. If the employment office staff knows an employer's applicant standards, the office can save a great deal of time by screening applicants for the employer. Then, too, these staff people are often contacted by people

they have helped before who are considering a change of employer. The experienced counselor often helps employers make hiring choices, and the counselor's recommendation can also influence a capable employee's choice of employer.

Private employment agencies charge a fee, which is sometimes paid by the employer. Although some private agencies handle hourly personnel in the hospitality industry, the authors' experience suggests that the greatest users of private employment agencies in our field are supervisory and executive personnel.

SEGMENTING THE EMPLOYEE MARKET

Each segment—teens, working mothers, or older workers—has special needs. For teens, part-time and weekend work is important. Many mothers are interested in working while their children are in school. Older workers have quite different perceptions of the hiring process and do not necessarily respond well to the same advertising media as others. Rather, they are more likely to respond to specialized employment organizations and state, city, and local agencies. They, too, prefer part-time employment and flexible scheduling.

In today's workforce, an educated and often discriminating employee decides where to work. Under the circumstances, recognizing recruiting as more like selling just makes sense.

SELECTION AND EMPLOYMENT

Until this point, we have explored ways to determine what kinds of employees we need and ways to contact potential employees. We turn our attention now to the process of selecting and "breaking in" new workers. The first step, employee **selection**, is followed by orientation and then by training. Each step is crucial to developing productive workers.

SELECTION

Rich Melman's Lettuce Entertain You Enterprises (LEYE) has one of the hospitality industry's lowest turnover rates (47 percent). Suzie Southgate-Fox, the company's executive vice president for human resources (who has been with the company for many years), sums up the secret of Lettuce's success: "We hire carefully. We look for people with things we can't teach." She uses words such as "aware, caring, sweet, giving, team player" to describe the traits they want.[2]

The selection process involves gathering, classifying, and analyzing information available from several sources. An application often tells more than an applicant realizes. For instance, if an applicant cannot follow the simple directions on the form, a manager is entitled to wonder if he or she will be able to learn the job. If an applicant does not bother to fill it out completely, he or she may be unwilling to do assigned work. If the open position—say, that of a desk clerk—involves writing, an application filled out in an illegible scrawl may disqualify the applicant.

A properly completed application should account for the applicant's work over the period specified on the application. Any blanks or "extended vacations" should be carefully checked. (The cashier you're about to hire may have spent some time in jail for embezzlement.)

The application form usually helps screen out applicants, allowing management to pinpoint the ones it is interested in inviting for an **interview**. The application can even help start the interview. During the first part of the interview, an interviewer should clarify any ambiguous information on the application. The interviewer will also want to give the applicant information about the company and the job. This interchange helps most interviewers begin the process of sizing up the applicant, determining what kind of a person he or she is and how he or she would get along with the present employees. Interviewing should also focus on the applicant's background and indicate whether he or she is, in fact, qualified (or what is sometimes a bigger problem, overqualified) for the job and whether he or she would actually like the job and be likely to continue in it. Two forms that suggest one company's approach to summarizing an interview and an applicant evaluation are shown in Figures 18.4 and 18.5.

Applicants should list their references and former employers on the application blanks, and these entries should be checked. Most references are selected because the applicant thinks he or she will receive a good review, so it is important to check with the employers to verify the employment history and, where possible, to learn how the applicant performed. At the end of the interview, the applicant should be told when he or she will be contacted regarding employment or a follow-up interview (depending on company policy). If several people are being considered, an applicant should be told when a decision is to be made. Those applicants who are not hired should be notified promptly so they can continue their search for employment. Most employers maintain a file of applications from people who were not hired. Thus, a person not chosen at one time may be contacted later. (Incidentally, a file like this helps establish that management has followed fair-employment practices.)

Although the object of the selection process is to find the right people, in part that means avoiding the wrong people. One group most employers want to avoid is people who use drugs. Estimates of the proportion of drug users range as high as 30 percent of the workforce—and 75 percent of drug users use drugs on the job, so this is not a

TO: _____

FROM: _____

INTERVIEW REPORT

NAME OF APPLICANT: _____ DATE OF THIS INTERVIEW: _____

ADDRESS _____ PHONE _____

CANDIDATE FOR: _____

          (Job Title)

INTERVIEWER: _____

PLEASE REPORT YOUR INTERVIEW IMPRESSIONS BY CHECKING THE ONE MOST APPROPRIATE BOX IN EACH AREA.

1. APPEARANCE

☐ **Very untidy; poor taste in dress.**   ☐ **Somewhat careless about personal appearance.**
☐ **Satisfactory personal appearance.** ☐ **Good taste in dress; better-than-average appearance.**
☐ **Unusually well groomed; very neat; excellent taste in dress.**

2. FRIENDLINESS

☐ **Appears very distant and aloof.** ☐ **Approachable; fairly friendly.** ☐ **Warm; friendly, sociable.**
☐ **Very sociable and outgoing.**   ☐ **Extremely friendly and sociable.**

3. POISE, STABILITY

☐ **Ill at ease; is jumpy and appears nervous.** ☐ **Somewhat tense; is easily irritated.**
☐ **About as poised as the average applicant.** ☐ **Sure of self; appears to like challenges more than average person.** ☐ **Extremely well composed; apparently thrives under pressure.**

4. PERSONALITY

☐ **Unsatisfactory for this job.** ☐ **Questionable for this job.**   ☐ **Satisfactory for this job.**
☐ **Very desirable for this job.** ☐ **Outstanding for this job.**

5. CONVERSATION

☐ **Talks very little; expresses self poorly.** ☐ **Tries to express self but does fair job at best.**
☐ **Average fluency and expression.**   ☐ **Talks well and to the point.**
☐ **Excellent expression; extremely fluent; forceful.**

6. ALERTNESS

☐ **Slow to catch on.**   ☐ **Rather slow; requires more than average explanation.**
☐ **Grasps ideas with average ability.** ☐ **Quick to understand; perceives very well.**
☐ **Exceptionally keen and alert.**

7. INFORMATION ABOUT GENERAL WORK FIELD

☐ **Poor knowledge of field.** ☐ **Fair knowledge of field.** ☐ **Is as informed as the average applicant**
☐ **Fairly well informed; knows more than average applicant.**
☐ **Has excellent knowledge of the field.**

Figure 18.4
Analysis of requirements for a food service director.

8. EXPERIENCE

☐ No relationship between applicant's background and job requirements.
☐ Fair relationship between applicant's background and job requirements.
☐ Average amount of meaningful background and experience.
☐ Background very good; considerable experience. ☐ Excellent background and experience.

9. DRIVE

☐ Has poorly defined goals and appears to act without purpose. ☐ Appears to set goals too low and to put forth little effort to achieve these. ☐ Appears to have average goals; puts forth average effort to reach these. ☐ Appears to strive hard; has high desire to achieve. ☐ Appears to set high goals and to strive incessantly to achieve these.

10. OVERALL

☐ Definitely unsatisfactory. ☐ Substandard. ☐ Average.
☐ Definitely above average. ☐ Outstanding.

THIS IS: 1st INTERVIEW ☐

    2nd INTERVIEW ☐

    3rd INTERVIEW ☐

Figure 18.4 (*Continued*)

Applicant _____   SUMMARY
                                                     APPLICANT EVALUATION
Job considered for _____ **Grade** _____   **CONFIDENTIAL**

Evaluated by: _____ **Date** _____

Rating	☐ Matches	☐ Exceeds	☐ Below	☐ Recommend
Overall:	Requirements	Requirements	Requirements	Hire

Major Strong Characteristics

_____
_____
_____

Major Weak Characteristics

_____
_____
_____

Figure 18.5
Applicant evaluation form.

FACTOR EVALUATIONS FOR THIS POSITION

See Management Employment Program for definitions.

SKILLS, KNOWLEDGE, ABILITIES	✓ Check The Applicant in Relation to This Position			
	Matches	Almost Matches	Exceeds	Fails to Meet
Appearance and presentation				
Education				
Mental ability				
Mobility				
Experience				
Physical condition				
Special skills and knowledge				
Relationships background				

HABITS, AMBITIONS, DRIVES				
Leadership				
Perseverance				
Stability				
Self-reliance				
Energy				
Maturity				
Ability to get along with others				
Need for income				
Need for status and power				
Need to serve				

Company ABC–Form #121D

Figure 18.5 (*Continued*)

small problem. Experience indicates that drug users have five times as many workers' compensation cases and draw three times as much in health claims, thus impacting insurance premiums unfavorably. Absenteeism among drug users is two and a half times that of employees who do not use drugs, and people with this problem are 25 percent less productive than the rest of the workforce. Accordingly, many employers have begun to use preemployment drug testing as a means of excluding these undesirable prospects.[3] Marriott, Hillstone Restaurant Group (parent to such restaurant chains as Houston's), and Disney are just a few of the hospitality companies that have earned strong reputations for their selection processes.

ORIENTATION

It's an old saying—and a true one—that first impressions are lasting impressions. It is surprising, then, how often new employees are told to sign some papers, given directions to the locker room, and then promptly forgotten. Such casual procedures destroy the golden opportunity to start a new employee off on the right foot. Common sense should suggest that the new employee be enthusiastically and cheerfully introduced to the operation, to fellow workers, and to the new job. **Orientation** presents companies with that very opportunity.

Ritz-Carlton puts heavy emphasis on orientation of new employees because it is the company's experience that the first three or four days are crucial in determining the outlook an employee will have in his or her work. It is not a coincidence that many successful hospitality companies have adopted this same attitude toward orientation.

THE OPERATION. Your restaurant, hotel, or dietary department is old ground to established employees. However, it is unmapped territory to a newcomer. For this reason, a guided tour by a member of management helps make an employee's first day comfortable. Basic information, such as where the employees enter the building, where and when smoking is permitted, and where personal belongings are kept, should be provided. Some employees report spending a very uncomfortable first day because they were too embarrassed to ask strangers directions to the restrooms.

Are you proud of your operation? Are there certain dining rooms that are especially nice, certain views especially attractive? Let the newcomer share in these high points too.

Certainly, a part of this orientation should be a statement of the standards of the operation with regard to both quality of product and service and personal conduct and hygiene. Such a statement should be made in a friendly way by a member of management, and it may also be presented to the new employee in the form of an orientation handbook. Such a postinterview conversation also gives management an opportunity to restate its policies on wages, fringe benefits, working conditions, days off, and so forth, as well as to make sure any questions the new employee may have are answered.

FELLOW WORKERS. Don't assume a new worker is a gregarious person who quickly strikes up friendships. Introduce the new employee to the individuals in the work group and to others with whom he or she will come into contact. Thus, for instance, the host or hostess should introduce a new server not only to the other servers but to cooks, pantry workers, and dishwashers as well.

THE JOB.   Finally, the new employee should (1) be shown exactly where he or she will work, (2) receive a full description of the job, and, if possible, (3) get an opportunity to observe the work in action. Such an experience can be brief, but it gives the employee an overview of the work and creates a good foundation for training.

TRAINING

Some operations—especially independent operations that do not feel they can afford a continuing **training** program—prefer to hire trained employees. Even when experienced workers take a new job, they still must receive enough training to orient them to the operation's special procedures. Many companies prefer to hire people with no experience at all. These companies argue that it is easier to train from scratch than to hire someone who has to unlearn what the employer, at least, views as a satchel of

Training is a critical function with which most managers are involved. (Courtesy of Digital Vision.)

bad habits. An employee who knows only one way to do the work is unlikely to stray from approved practice.

Training is unquestionably costly. Employees must be paid for the time during which they are learning but not yet productive, and trainees also consume a good deal of the trainer's valuable time. This is why the selection process we discussed earlier is so important. There is no point in spending time, money, and effort on somebody who turns out to be unqualified for or uninterested in the job.

The alternative to training—not training—may be even more expensive. Training does cost a lot; but the cost of not training is poor service and lost customers, and a lost customer may never return. Thus, the lost revenue from poor service far exceeds the cost of training a worker properly.

Not only does management lose customers by not training, but it is liable to lose the employee as well at just about the time he or she becomes productive. An employee who is thrown into a job that he or she does not know is bound to feel inadequate, to say the least, and is likely to begin looking for other work. In fact, many studies have shown a strong relationship between the training an employee receives and employee turnover.

Training, retraining, and continued professional development can be the key to maintaining quality in products and, at the same time, reducing turnover. At Ritz-Carlton, for instance, training leads to certification for quality performance—and then to periodic retraining for recertification.

Global Hospitality Note 18.1 reports on training problems presented by other cultures.

MANAGEMENT TRAINING

Companies, particularly those planning to expand, often develop large entry-level training programs for new or promotable management employees. Companies may accelerate their management training activity in advance of a major expansion drive so as to have a pool of assistant managers to draw from as new unit managers are needed. Some chains cooperate with local educational institutions, using both their facilities and staff to handle a surge in training needs. Some companies, too, are finding that management training helps reduce turnover. Such courses include content relating to both people skills and new technical skills needed on the job. Managers are often encouraged, too, to continue their training by means of company correspondence courses, local continuing education courses, and professional reading.

Because managers are responsible for the productivity of all their employees, it makes good sense for companies to concentrate their efforts on preparing productive managers. For the future hospitality manager, management training programs may offer

Training in a Global Hospitality Industry

Some examples from an international trainer's notebook suggest that training in different cultures requires a trained sensitivity to the culture and to local secular and even religious norms of conduct.

- When a trainer in Indonesia asked training class participants to critique each other's presentations orally, "one man burst into tears and ran out of the room sobbing uncontrollably," according to Carol Sage-Robin, a trainer for Westin. In Indonesian culture, she discovered, criticizing someone else's work publicly was unacceptable. Thereafter, participants used written critiques.

- Training schedules in Muslim countries need to build in regular prayer breaks.

- In some parts of China and Bahrain, unmarried men and women would be embarrassed to work together without supervision.

- In some countries, the accustomed pace is slower than in North America. During a training class for restaurant servers in Sumatra, Ms. Sage-Robin indicates, "I was having a hard time getting the employees to move as fast as I needed them to. I tried playing fast rock music, but that did not work." Then she noticed the outdoor swimming pool. She took the class outside, where it was hot as blazes, and asked everyone to follow her—and to keep up with her as she walked at a fast pace around the pool. Those who didn't keep up were not allowed to return to the air-conditioned restaurant until they did keep up. In this way, she communicated to the class the speed at which food servers had to move to give satisfactory service.

- Another trainer had great success in the Caribbean with an exercise in which employees rewrote the company song and then sang their version. In Bahrain, however, the exercise was repeatedly a flop, and the trainer realized what the problem was when she discovered that to the Shiite Muslims in her class singing in this way was forbidden.

Source: Elizabeth Johnson, "Training in an International Setting," *Hotels* (May 1997): 32.

a shortcut to acquiring practical management know-how. Looking into your prospective employer's training program is just enlightened self-interest.

ON-THE-JOB TRAINING

The most common method of training in the hospitality industry is pairing the new employee with an experienced worker (also called "shadowing"). Unfortunately, this pairing is often done haphazardly: A new worker is assigned to whichever experienced worker may be handy. A market research study of restaurant employees' views on training found that many felt their training had not been formal enough and that it

lacked manager involvement. Employees prefer to train with a training specialist or a manager instead of "just another employee."[4]

Although the details of developing an actual training program extend beyond our concern here, we can note that the basic elements involve developing trainers who know—and will show—the approved way of doing the task and are trained in training as well as in the job. Both the National Restaurant Association and the American Hotel & Lodging Association Educational Institute offer excellent train-the-trainer courses.

Task analyses that spell out in writing the steps necessary in each job greatly facilitate training. The learner can be given them to study, and the trainer can use them to be ready to give instruction.

At the beginning of World War II, a huge number of war plant workers had to be trained for new jobs in a hurry. At that time, management experts identified a four-step procedure as the best way to go about this rapid training:

1. *Tell me.* Explain the task to the worker. Include why it needs to be done and why it must be done in just this way.
2. *Show me.* Demonstrate the job, explaining as you go along. Continue demonstrating until the worker is ready to try it.
3. *Let me do it.* Let the worker perform the task slowly, asking questions as needed. Not until trainer and trainee are comfortable with the trainee's independent performance should he or she be allowed to do it alone.
4. *Follow up.* Once the new employee achieves enough proficiency to be able to perform independently, he or she should receive close supervision to be sure that shortcuts or bad habits don't grow gradually to mar performance.

Many hospitality companies, particularly quick-service restaurants, follow this exact method of training.

Notice that an employee is not generally trained in a job but in tasks. Thus, training for a new dishwasher might involve the following:

1. Scraping—removing garbage from plates
2. Racking—putting dirty dishes in racks
3. Feeding—feeding dirty dish racks into the dishwasher
4. Washing—washing hand before moving over to the "clean end"
5. Catching—receiving dish racks from the "clean end" of the machine
6. Stacking—removing clean dishes from the rack and stacking them in a temporary storage place
7. Transporting—moving clean dishes back to where they are used, often in special carts

Each of these (and the list could be extended a great deal further) is a separate task, and for each, "one best way" will permit the greatest possible speed and the least breakage and injury. Teaching tasks separately, one at a time, may seem slow, but it is really the best way to prepare a new employee for the complete dishwasher job.

EVERYBODY GETS TRAINED

A final point is worth noting here: Training never stops. When a new employee comes to work, management can take charge of that learning process or leave it to whatever influences come along. Either way, the employee will be trained. Clearly, however, common sense sides with a planned, management-controlled training effort.

RETAINING EMPLOYEES

Because so much effort and resources go into recruiting qualified people, and so much time and trouble goes into training them, there is a clear need to hold on to good people once they come on board. We can hardly solve so complex a problem here, but this may be a good place to review some key provisions that some companies are finding helpful. Several factors are crucial to **retaining employees**. As we've already indicated, taking the effort to get the right people is an important first step.

Second, the way people are treated makes a great difference. Praise in public for a good job, but reprimand in private when things don't go right. Efforts to improve the two-way flow of information are important too. In smaller units, face-to-face conversation may be enough. In larger companies, company newsletters can recognize employees' accomplishments. At some companies, employees fill out an "employee comment slip" reporting what customers say, evaluating the food they served, and commenting on what was good or bad on their shift. Managers read these carefully. Even more companies use periodic employee surveys to assess employee morale and managers' effectiveness in dealing with people.

Offering opportunities for advancement is important. Companies that promote from within find most of their management trainees from their own hourly ranks. They offer an opportunity for advancement that is an added inducement to performance.

Bonus and incentive programs are another method that companies use to retain employees. For example, several years ago, Buffets Inc. introduced a new incentive program designed to help them retain restaurant managers. If the unit manager signs a commitment letter and agrees to remain at his or her assigned restaurant for three years, he or she will receive a $20,000 bonus, which is in addition to the manager's base salary and annual bonus. Unit managers then receive an additional $30,000 bonus for every three-year period they remain at their assigned restaurants. Buffets, Inc. feels that the new program saves it money. The company estimates that it loses more than $20,000 in sales after a good unit manager leaves a restaurant.[5]

Many companies pride themselves on offering competitive pay and good benefits. A growing fringe benefit intended to reduce both turnover and absenteeism is a company-sponsored day-care program. Some employers subsidize day care or, may offer it at no cost to the employee. (At the time of this writing, Google provides employees with five days of free child care per year through its Creative Learning Center.) A spokesman for a 300-unit Hardee's franchisee, for instance, noted that his company did this because it employed a lot of single parents. One Burger King franchisee found that when it started to subsidize its hourly employees' day-care costs, its turnover rate fell to one-third the industry average.

Companies are approaching their employees' child-care problems in several different ways. Some offer subsidies to the employees' child-care costs while others provide flexible hours and make information on local day-care services available to employees. Still others make special arrangements with a national day-care provider. For instance, one company negotiated a 10 percent discount for its employees and then offered them another 10 percent subsidy. Finally, some employees pool their resources with neighboring businesses to establish a joint child-care effort or establish a center themselves on site.

STAFF PLANNING

Hospitality managers concentrate on **staff planning** not only because of the high proportion of income they spend on salaries and wages but also because of the great importance they attach to adequate coverage—that is, always having sufficient staff in the appropriate jobs to meet the operation's needs. Anyone who has seen a hotel coffee shop flounder when the key breakfast cook failed to show up, or a kitchen where the pot washer walked out in the middle of a meal, knows the chaos caused by the absence of just one key person. You also may have noticed some food service operations that open at 7:00 A.M. and bring in a full dish room crew at the same time.

Staffing and scheduling is as important for employees as it is for managers. (Courtesy of Sodexo, Copyright 2009.)

The crew then sits around with nothing to do until the dirty dishes gradually start to collect 30 or 45 minutes later. Proper staff planning ensures coverage, but it would avoid superfluous, wasteful coverage like this.

Because staff planning is so important, most hospitality curricula devote at least a large part of one course, and sometimes more than that, to it. Poor scheduling results in increased costs and lower-quality service, commonly requires unnecessary and costly overtime, lessens employee satisfaction, and reduces productivity. In our brief discussion, we introduce this form of planning and some of its key tools.

JOB AND WORK NEEDS

Staff planning begins by identifying each workstation in the operation. Next, the manager prepares a **schedule** showing the number of persons needed at these stations in
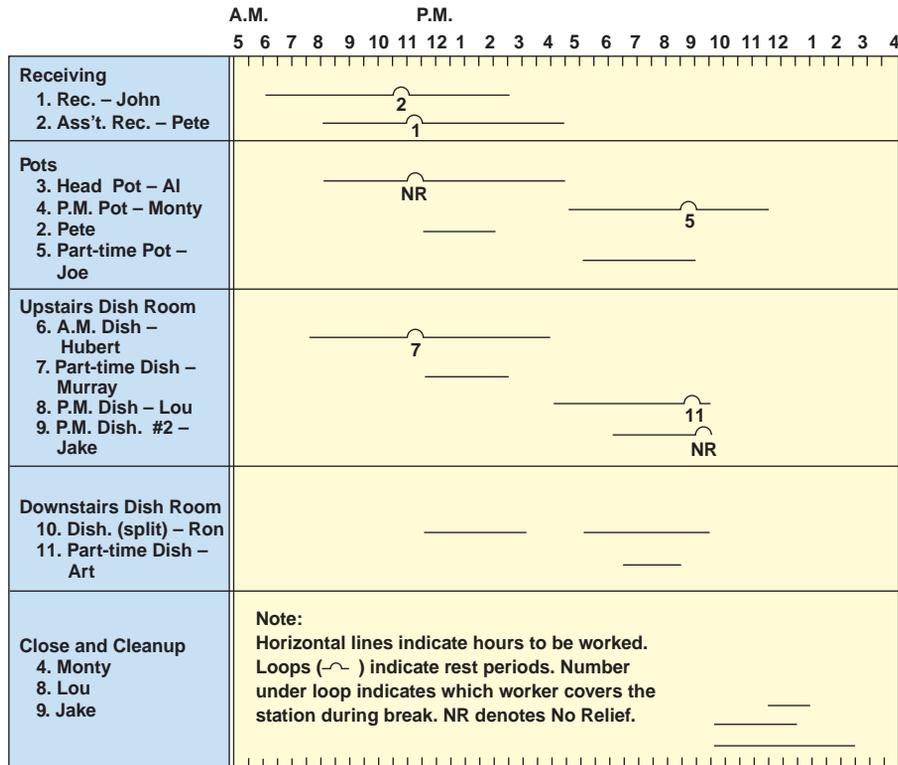
Figure 18.6
Typical daily schedule.

the course of each day, by time period. This analysis usually follows the graphic pattern shown in Figure 18.6. This kind of chart shows at a glance where there is double coverage for a job and what, if any, rest periods are provided.

Because the volume of business may vary from one day to another, many operations prepare a separate schedule for each day of the week and sometimes separate sets for different seasons. Comparing actual coverage needs with staffing schedules results in constant revision of these schedules. A dollar of unneeded labor cost at one station can, at a moment's notice, be moved to reinforce the coverage someplace else.

Once management prepares schedules of its operating needs for each day, thereby ensuring adequate coverage for each job, it can draw up a weekly schedule providing for day-off relief. The schedule for the dish, pot, and receiving crew shown in Figure 18.7 is primarily a management tool (1) to analyze seven-day schedule needs (the problem is simpler but similar in six- or five-day operations), (2) to ensure adequate coverage for

	MON.	TUES.	WED.	THURS.	FRI.	SAT.	SUN.
Receiver 6–2:30 John						off / N.R.	off / N.R.
Ass't. Receiver 8–4:30 Pete						off / N.R.	off / N.R.
Head Pot Washer 8–4:30 Al	off / Hal	off / Hal					
P.M. Pot Washer 4:30–1:00 Monty						off / N.R.	off / N.R.
Part-time Pot Washer 5–9:00 Joe					off / Hal		
A.M. Dishwasher 7:30–4:00 Hubert	off / Mac	off / Mac					
Part-time Dishwasher 11:30–2:30 Murray						off / N.R.	off / N.R.
P.M. Dishwasher 4:00–12:30 Lou			off / Mac	off / Mac			
P.M. Dishwasher #2 5:30–2:00 Jake					off / Mac	off / Mac	
Dish (split) Ron 11:30–3:30 & 5:30–9:30			off / Hal	off / Hal			
Part-time Dish–P.M. 6:30–9:00 Art						off / N.R.	off / N.R.
Dish, Relief Mac	A.M. Dish 8–4:30	A.M. Dish 8–4:30	P.M. Dish 4–12:30	P.M. Dish 4–12:30	P.M. Dish #2 5:30–2:00	off / N.R.	off / N.R.
Pot. Dish. Relief Hal	Head Pot 8–4:30	Head Pot 8–4:30 & 5:30–9:30	Dish Split 11:30–3:30 & 5:30–9:30	Dish Split 11:30–3:30 4:30–1:00	Part-time Pot	off / N.R.	off / N.R.
Pot. Relief/ Part-time Noah						P.M. Pot 4:30–1:00	P.M. Pot 4:30 1:00
Dish. Relief Part-time Norm					P.M. Dish 4:00–12:30		

Figure 18.7
Weekly posted schedule.

each job each day, and (3) at the same time, to be sure that each employee receives the appropriate time off.

A schedule like the one shown in Figure 18.7 is also a communication tool. When posted, this schedule shows employees which person works what job for which hours each day of the week. Managers who keep their schedules in their heads and rely on simply telling people when they are to work are almost bound occasionally to have two people showing up for the same job at times and no people on other days. The result is increased cost, inadequate coverage, poor service, and low morale. As a final note on scheduling, we should emphasize that in addition to the operation's needs, managers must consider employees' needs. Scheduling an employee for a night shift when that person has another job that requires him there at nights creates unnecessary frustration and possible turnover. Thus, the modern understanding of staffing and scheduling requires that managers work with employees to optimize—as much as possible—work and home schedules.

PART-TIME EMPLOYEES

To complete our discussion of staff planning, we should offer a word about part-time employees. An operation often needs a position covered for only part of a shift, and it sometimes needs extra people on a job only on busy days. To hire a full-time person would obviously be an expensive solution; instead, the hospitality industry traditionally uses more part-time employees to avoid overstaffing.

Some added costs and problems result from relying on part-time people. First, an operation that uses part-time help extensively carries more people on its payroll. The same (and often a lesser) number of labor days can be worked, but more people will fill the jobs. This means more payroll records and more recruiting, interviewing, hiring, and training. Second, a part-time employee usually works part-time because he or she has a main commitment elsewhere. (Part-timers are usually housewives, students, or "moonlighters" taking a part-time job in addition to their main employment.) Scheduling people with responsibilities outside your establishment creates special problems—a spouse's vacation; exams, semester breaks, or graduation; and fatigue, to name only a few. One significant cost advantage of part-timers is that they receive fewer fringe benefits (in many companies, virtually none). This advantage, however, is under political attack and may well disappear as future wage-and-hour legislation is enacted at the state or national level.

Although part-time employees present some problems, greater flexibility and lower payroll costs often make them economically attractive. You can expect that the work of hospitality managers in future years, as the industry's labor shortage continues, will be even more involved with supervising and motivating part-time employees than it is today.

COMPUTERIZED SCHEDULING

Computer programs to schedule employees are increasingly common. However, people can schedule at least as well as computers can, and so scheduling programs don't generally seem to reduce payroll hours, except in large, multidepartment operations. Rather, their great advantage is their speed. By using a computer, managers can complete their scheduling work in roughly one-third the time that doing it by hand takes. Computerized scheduling is especially helpful when there is a change in managers in a unit. Much of the experience of the manager who has been there awhile is programmed into the computer: workstations, staffing requirements, employee availability and work preferences, and peak-and-valley days and time periods. When the new manager comes in, he or she doesn't have to learn who everyone is and what their job is. Thus, the computer offers a real convenience to managers and is a time-saver for them.

This chapter, more than the other management function chapters, has focused on the nuts and bolts of hospitality management. Staffing in the hospitality industry is obviously a nuts-and-bolts function, but one that is vital to the success of an operation.

Our approach in this chapter illustrates another fact about hospitality management: the importance of attention to detail. It is essential for management to develop sources of good employees, to look at the details found on an application, to check references carefully, to pay special attention to a new employee's introduction to work, to base that employee's training on individual task analysis, and to undertake painstaking staff planning. As one of the earliest hospitality educators, Bernard R. Proulx, the first head of the School of Hotel, Restaurant and Institutional Management at Michigan State University, used to tell his students, "The secret to success in the service industry is attention to detail."

SUMMARY

In a service-oriented field such as the hospitality industry, human resources management is especially important. Also, because the hospitality industry usually spends so much of its income on wages, selecting the right employees is essential.

The employer must define the right type of person for a particular job, in terms of both physical and mental abilities. Next, that kind of person must be recruited for the job, using internal and external sources to find suitable candidates. When a pool of applicants has been gathered, some must be selected, by means of the application, an interview, and a reference check. Then comes the employee's induction, or orientation to the job and to fellow employees. Training is necessary and generally involves on-the-job training.

Retaining people and planning staffing needs are also important. In regard to the latter, we talked about using part-time employees and computerized scheduling.

Key Words and Concepts

Personal service	Advertising
Payroll cost	Application
Job description	Selection
Job specifications	Interview
Recruiting	Orientation
Job previews	Training
Internal sources	Retaining employees
Part-time	Staff planning
External sources	Schedule
Employment agencies	

Review Questions

1. In some hospitality sectors, there is more demand than supply for line staff even though unemployment is high. How do you explain this?

2. What kinds of qualifications should be considered when recruiting an employee for the dish room? As a server? As a supervisor?

3. Describe some of the internal and external sources that employers use to find employees.

4. What does orientation to a job involve, and why is it important?

5. Why do some companies prefer to hire people with no experience?

6. Explain why management training is especially important before opening a new operation.

7. What considerations are necessary in completing a weekly staffing schedule?

8. What are the advantages of hiring part-time employees? The disadvantages?

Internet Exercises

1. **Site name:** Directory of hotel and restaurant homepages
   URLs: www.marriott.com
   www.starwood.com

www.hillstone.com

www.darden.com

www.sodexo.com

Background information: Web addresses for numerous hotel and restaurant chains.

Exercises: Select a hotel and a restaurant chain from the list and browse their Web sites. Determine whether they offer employment opportunity information on their Web pages.

a. What job opportunities are listed on their Web pages?

b. What training do they offer for entry-level managers?

c. Do they list job requirements so one would know what the job entails?

d. Do you consider this an effective method for recruiting employees? Why or why not?

e. What is the difference between the recruiting efforts of the hotel versus the recruiting efforts of the restaurant?

2. **Site name:** Monster.com

URL: www.monser.com

Background information: Monster.com is one of the largest employment Web sites in the world, owned and operated by Monster Worldwide, Inc.

Exercises: Search the site for hotel and/or restaurant management jobs.

a. Did you notice anything that surprised you?

b. What is the common theme among postings?

c. Print out the best and worst advertisements you found, and discuss them in class.

d. Based on what you have seen, what information would you have included in a classified advertisement to attract potential candidates for management positions?

3. **Site name:** Staffing for Optimum Performance

URL: www.staffing.org

Background information: Staffing.org provides corporate human resource professionals with recruiting metrics, benchmarks, best practices and sourcing strategies. We help clients improve staffing efficiency and effectiveness through publications, advisory services, training programs, audits, and consulting.

Exercises:

a. Go to the "Library" link. What are the common themes in terms of problems human resource managers face?

b. Using the same link, find an article that discusses retention. List the things in the article that surprise you.

Notes

1. *Restaurants USA* (September 2000): 14–19.
2. Margaret Sheriden, "Head Count," *Restaurants & Institutions,* January 1, 1998, p. 62. (Note: While the quote used in the chapter is more than ten years old, Suzie Southgate-Fox remains with LEYE as the executive vice president of human resources—which underscores our point on LEYE's retention.)
3. *Restaurants & Institutions,* March 15, 1993, p. 121.
4. Joan Viewager, "Research Summary: Exploring the Effectiveness of Hourly Employee Training," *Proceedings of the Twenty-First Annual Chain Operators Exchange* (Chicago: International Foodservice Manufacturers Association, 1994).
5. Amy Zuber, "Buffets, Inc. Aims to Keep Managers with $20K Incentive Program," *Nation's Restaurant News,* October 27, 1997.