Human Resource Planning for Hotel Workforce Development

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Introduction

Any business can perform well if talented people are deployed in it, and it gets optimum results from their performance. It is crucial to have adequate functioning in an organization to place the right talent in the right place. To achieve all these objectives, an organization should cope with changes such as the changing needs of business, workforce and work nature (Nankervis, 1993). Therefore, the human resource department of a company must work on its employees to enable them to meet all the job requirements. Here is a human resource plan for a hotel where the steps the HR department of a hotel needs to take are discussed. All these steps are applied to the company to make the workforce efficient. This planning may differ from company to company depending on the circumstances, but some of the primary things remain the same.

Description

Specific steps and procedures are necessary for every business to work efficiently. To identify potential people for the required job and train them accordingly, a company needs to make a proper plan. Some of the essential components of a human resource plan are as follows.

Internal Training

Internal training of a hotel is an essential component of the training plan. Not all the training programs can be outsourced. The primary part of internal training is orientation training. In a hotel, whenever a new employee is hired, he will be given orientation training so that he can correctly understand the environment and culture of the hotel. It is also known as an entry course that is helpful in knowing how the system works. It builds some expectations for the employee and shapes his behavior and ideas according to the company's requirements. On-the-job training is an essential component of internal training and is discussed as follows.

On Job Training

In the hotel industry, on-the-job training will ensure that employees are provided with the appropriate knowledge that is required at the time of need. It also involves peers so that the experience of other employees will be helpful in the learning process. The deficiencies of employees are identified and removed during a job in this continuous process. In the training program, the social aspects of training will be covered in a hotel to make employees more friendly and understanding. Technology is also used during this training process to engage employees (Rosenberg & Foshay, 2002).

Off Job Training

This training is carried out at sites that are far away from the work environment. It is done to improve the knowledge of employees creatively. In the hotel industry, this training can be implemented in the form of classroom lectures to tell them how to carry out the operations. Also, the use of simulation is helpful in this regard. The management staff or waiters should be taken to a place that is similar to the hotel environment, and then they should be engaged in activities they experience in their routine. It will help in analyzing the quality of service they deliver and how they handle different situations at hand. This works like a role-play where they assume roles and behave accordingly. It can be done in a fun way through activities that teach a lot to a person. Many lessons can be learned because of this training because employees are in a relaxed environment.

External Training

External training is provided to specific employees depending on the nature of the job they are performing. In the hotel industry, language training is an essential component of learning. In this industry, employees contact customers coming from different areas, and they should be familiar with different languages. Therefore, the employees hired from different regions will be taught important languages, especially English, so that they can communicate with customers fluently (Tanaka et al., 2015). It is a crucial training step for hotels that work on the national or international level.

Leader promotion training is also another essential component of external training. Mostly lower-level employees are good at dealing with the customers in hotels. So, having a program that develops leadership skills in employees will help to promote them. Once they are trained up to the standard required for a higher position, they should be encouraged through internal recruitment. It will be helpful in increasing employee loyalty to the company and employee retention by promoting better staff to top positions.

Outward Bound Training

Outbound training is related to experiential learning. These programs are carried out to enhance the performance of an organisation by carrying out outdoor plans of management (Martin & Franc, 2017). In the hotel industry, this training will be helpful in improving leadership skills, planning, communication, teamwork, motivation and delegation. The teams will be divided into different parts, and the various tasks will be assigned to them to perform collectively. The behavior and performance of employees will be observed during these activities, and then the responses having a positive impact on performance will be motivated in the future.

This activity will be carried out in a way that people will be collected in an outdoor environment and provided with tasks. The route through which that activity can be performed successfully will not be defined. The participants work collectively to find a solution. In the hotel industry, services are provided, and many spontaneous situations require effective decision-making; these activities will be helpful in making employees capable of carrying out these activities.

Training Effect Assessment

This assessment helps determine the effect of training on the performance of an employee. Actually, when an employee is working in a corporate environment for some time, he needs to understand his performance. This assessment determines the gap that exists between the current knowledge of the employee and the level of skill that is required of him. Any weakness that exists in training is identified, and then the improvement sessions are conducted.

Different plans are implemented to assess training efficiency. It is key to analyze the performance and effectiveness of training sessions. It will have a direct effect on the employee's work quality, the quality of work done and the overall performance of the organization as well. Clear objectives are set after assessment to analyze the performance at different time intervals. Based on these assessments, the employees in a hotel will be provided with training.

Training Evaluation Form

Once training is provided to employees, their performance will be evaluated by the hotel to see whether it is having any positive effect or not. This form is filled out for official use and serves as a feedback and observation tool (Steele et al., 2016). The competencies of employees will be assessed to identify their performance. According to the plan of a hotel, these forms will be filled out routinely to assess performance. This form will assess not only performance but also the attitudes, skills and comfort of employees.

After the delivery of every training session, an evaluation will be conducted as a post-training

assessment to identify all the aspects covered during training. These are the instruments for observation that help the hotel develop an appropriate human resource for the company.

Recruitment System

The brand of a hotel is reflected by the type of staff treatment depicted during the stay of a customer. In this system, the job description for every position is determined along with the selection of the recruitment channel (Swider et al., 2015). Every post will have a JSP that is a job success profile. It will be introduced in a hotel because it describes not only the requirements of a position but also the things that are necessary to perform a job successfully. In this plan, the way or channel the company uses for recruitment, whether internal or external, will be defined. For top positions, it is good to do internal recruitment in a hotel because employees who have worked before have a better idea about the culture of the company. The complete plan for the benefits and compensation provided to the employees will be made, including the overtime policy.

Recruitment Process

The recruitment process includes a complete system of recruitment that is followed to hire a person for a particular job. In the hotel industry, the recruitment process will go through some steps. The first step will be to identify the JSP, including all the academic, leadership and communication skills required for the job. The qualifications that are necessary should also be determined. Then, the company should decide whether it should go for internal recruitment or external recruitment. In the case of internal hiring, the employees inside the company will be informed about the available vacancies. In the case of external recruitment, the job requirements will be circulated by using different channels to create a pool of candidates.

Once the pool is created and potential candidates are selected, the background check will be conducted. It is particularly vital in the hotel industry because employees have frequent contact with customers and their possessions, which should be protected. Once it is determined that the person is trustworthy, he should be hired, and then training techniques should be applied to bring him up to the standard required for the job. These techniques will help him work in a comfortable environment.

Employee Benefits

Employees are a valuable asset to a company, and they should be retained only when they are satisfied. Companies perform different steps to keep employees. The most commonly provided employee benefits are coverage of insurance and retirement plans. The benefits increase as the tenure of a job increases or the person acquires more education in his respective career (Chatterjee et al., 2011). In this plan, employees will be provided with rewards in case of best performance. Training is also a great benefit for employees who want to progress in their careers. Moreover,

flexibility is a component that most employees want in their jobs, so they should be granted flexible working hours. However, to have a valid plan of employee benefits, these preferences should be explored first to determine the type of benefits employees value the most. It will be helpful in providing them with the benefits that matter to them.

Employee Welfare

The objective of a human resource plan is to work for the protection of employees to provide them with better health and life. In this HR plan of a hotel, the workers will be relieved of excess work so that they can have an improved intellectual level. It will include different amenities, services, facilities and social status. These things will be provided in addition to the fixed wages. These welfare measures will change with time to provide employees with a better future. They are helpful in the development of the workforce in a better way. This welfare will offer better mental and physical health. This increases the level of engagement in work, and employees have increased productivity. A positive change in the attitude of employees results in a reduction of substance abuse and other unhealthy activities.

Employee Retention

A constant level of positive interaction is required for the employees working in the hospitality industry (Humphreys et al., 2017). This hectic job requires continuous engagement, so employees sometimes quit or switch to better opportunities. To retain employees in this hotel management plan, the work will start from the beginning. Research recognizes that the turnover rate is high only when the company does not hire the right people. So, at the time of hiring, proper techniques will be employed to get the right type of people.

Keeping the employees occupied in their jobs is helpful in employee retention. When the employees are employed positively, they do not worry about getting any other job. It is associated with the amount of business done by a hotel. Innovation and providing comfort to the employees are also essential. They will create a sense of achievement without any anxiety, resulting in a better future for the company and staff as well.

Conclusion

This is a plan that will be helpful in making the overall working of a hotel successful. This includes a complete planning process for employee training. It is necessary to have a high-quality workforce to carry out the operations of the company. In the hotel industry, employee satisfaction is essential, so plans for employee benefits, welfare, and retention are helpful. After providing training, the performance of employees will also be assessed using tools, including training effect assessment and evaluation of training. All these things will contribute to having a decent human resource plan for the

better working of a company in the future.

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