Attracting, Hiring And Retaining Hospitality Talent

Building a next generation, hospitality workforce to drive your business forward

Listen to the audio by clicking here.
You want your customers to perceive your hotel or restaurant as…

• Clean, modern, state-of-the-art
• Welcoming
• A safe and secure environment
• Customer-focused
• Reliable
• Committed to their needs
You want prospective employees to feel the same way... to think of your hotel or restaurant as a great place to work! Cultivate and protect your employer brand!

Remember: Job seekers are like consumers. Smart job seekers will evaluate employer brands before applying to or accepting a job, just like they research consumer brands when shopping.
Your Employer Brand…Build it and They Will Come

Perception is Everything…Start with Your Website.

✓ Think Big Visuals and Color…make it engaging and visually appealing

✓ Show Off Your Best Assets… showcase employee profiles

✓ Slideshows- capture your team in action!
Is Your Online Reputation Hurting Your Recruitment Efforts?

- Monitor what’s being said about your company.
- Respond to social media posts and reviews in a timely manner.
- Solicit reviews from happy employees (and customers).
- Create social profiles on Facebook, Instagram, Twitter, LinkedIn, etc.
- Roll out positive content and publicity on a regular basis.
What Does Your Staff Really Think?

In today’s world, “word of mouth” means social media. What is your staff saying good or bad?

What’s your workplace vibe? Are your employees energetic and passionate, or stressed? Don’t ignore low morale.

What can you do to ignite that atmosphere and improve employee morale? Little things mean a lot!
Your Employer Brand…Build it and They Will Come

Why it Matters?

Happy employees are engaged employees.

Engaged employees deliver a better customer experience, improving customer satisfaction, revenue and market position.

A happy staff and a reputation as a fair employer makes it easier to attract and retain the top talent.
Use Video to Boost Productivity…

➢ POSITION your business as an INNOVATIVE and EXCITING place to work

➢ REACH and ATTRACT new talent (especially “millennials”)

➢ EXPLAIN job opportunities with specifics to IMPROVE APPLICANT QUALITY

➢ INCLUDE information about HOW TO APPLY

➢ SHARE candid interviews from current employees

➢ SPEED ONBOARDING… Use video for FIRST INTERVIEWS
Attracting “Millennials”

• Understand your audience.

• Think like a millennial. Know where to find them.

• Get Social! Use social media to tell your story.

• Be clever. Use Instagram in different ways.

• Strengthen your digital presence. Create a mobile-optimized and responsive website.

• Provide an easy, convenient, technological application process.

• Reaching out… “Generation Text”

• Open House! Invite potential hires to spend a “day on the job.”
What’s Important to Them?

- The “perfect” workplace…cool, clean, inviting
- Company culture and employer brand
- Representing quality products and services
- Open, free-flowing, transparent communication
- Generous compensation and “perks”
- Attention to their ambition; interested in a career path, not just a job
- Strong commitment to equality and inclusiveness
- Investment in and use of technology
- Work-life balance… flexible schedules
- A teamwork-based atmosphere… mentoring and “reverse mentoring”
- Strong community involvement… “purpose beyond a profit”
Why Marketing is Vital to Recruitment

- Candidates are like consumers.
- Not all job prospects are looking for an immediate opportunity.
- 77% of those looking for a new job feel that companies with a strong reputation have an edge over competitors.
How to Get the Most from Recruitment Marketing…

• Rethink how you recruit. Write an ad… NOT a job description.

• Positive engagement… promote pay, stability, benefits, work-life balance, company’s values, mission, and culture.

• Know How, Why, and Where candidates search for jobs.

• Recognize that most job seekers are MOBILE.

• Expand your reach with Social Media.

• Use keywords relating to the job description.
• Draw them in with Hashtags ###
• Use a separate twitter handle for recruiting
• Show, don’t tell
• Let prospects see your best side through your posts
• Track your results
Write a Job Posting That “SELLS!”
A Common Job Posting… Would this appeal to you?

1. Too wordy
   Front Desk Clerk
   Summary
   To assist guests efficiently, courteously and professionally in all Front Desk related functions, and to maintain high standards and hospitality.
   Responsibilities
   Other duties may be assigned
   Provide the highest quality of service to the customer at all times.
   Promptly and effectively deal with guest complaints and requests.
   Check guests in and out efficiently and in a friendly manner.

2. Hard to read.
   Post guest charges and compute guest bill, collect payment and make change for hotel guests as required by XXX.
   Handle guest mail and messages per established procedures.
   Be very knowledgeable of Rewards program and promotions.
   Develop a thorough knowledge of hotel staff, room locations, room rates, amenities, and selling strategies.
   Take reservation requests efficiently.
   Answer switchboard in accordance with standards of proper telephone etiquette.
   Block rooms and handle special requests.
   Monitor room availability.
   Handle safe deposits by guests per established procedures.
   Keep lobby and desk area clean and presentable.
   Have a thorough knowledge of emergency and security procedures.
   Offer and properly handle requests for wake up calls.
   Know how to clean guest rooms to standards.
   Clean lobby, meeting room, vending room, breakfast room, and back office area.
   Work on laundry during down times adhering to standards.
   Open and close shift make cash drops.
   Ensure all credit cards, cash, and change fund are balanced throughout each shift.
   Inform management of any guest or systems related complaints or problems.
   Communicate with incoming staff and management by logging pertinent information in the pass on log.
   Assist in marketing effort by completing Company Tracking nightly.
   Must wear proper uniform at all times in accordance with the Standards of Appearance.
   Practice safety standards at all times.
   Be able to move luggage or packages weighing up to 40lbs.

   Employee must adhere to all work rules, procedures, and policies established by the company including, those contained in handbook.
A Better Posting!

1. Most important information is front and center

   Job Title: Overnight Front Desk Clerk
   A Front Desk Clerk with XXXXXXXX is responsible for checking guests in and out, booking reservations, providing information and additional services to guests as needed.

2. Subheadings organize the message

   What will I be doing?
   As a Front Desk Clerk, you would be responsible for checking guests in and out, booking reservations, providing information and additional services to guests as needed. Attend to guest needs and resolve guest problems. Issues keys and processes payments. Works to ensure maximum guest satisfaction at all times. Assist as needed to ensure maximum inventory is available. Assist Manager and Assistant Manager as needed.

3. Spells out their ideal candidate.

   What are we looking for?
   Since being founded in XXXXXXXXXX, has been a leader in the hospitality industry. Today, XXXXXXXX remains a beacon of innovation, quality, and success. This continued leadership is the result of our Team Members staying true to our Vision, Mission, and Values.

4. Touts the benefits and opportunities

   What benefits will I receive?
   Your benefits will include a competitive starting salary and, depending upon eligibility, a vacation or Paid Time Off (PTO) benefit. You will instantly have access to our unique benefits such as the Team Member and Family Travel Program, which provides reduced hotel room rates at many of our hotels for you and your family, plus discounts on products and services offered by XXXXXXXXXX and its partners. After 90 days you may enroll in XXXXXXXXXX Health & Welfare benefit plans, depending on eligibility. XXXXXXXXX also offers eligible team members a 401K Savings Plan, as well as Employee Assistance and Educational Assistance Programs. We look forward to reviewing with you the specific benefits you would receive as a XXXXXXXXXX Team Member. The above information is provided as a highlight of the major benefits offered to most full-time team members in the United States. is not a summary plan description or official plan document.

5. Provides company information.

   What will it be like to work for this brand?
   XXXXXXXXXX is the preeminent vacation ownership and Club Membership brand of the XXXXXXXXXX portfolio. Club property provides a distinctive setting, while signature elements remain consistent, such as high-quality guest service, spacious residences and extensive on-property amenities. For those aspiring to the good life, XXXXXXXXXX offers a passport to endless vacation memories.
Write a Job Posting that “Sells”

How to Craft a Compelling Job Posting

Capture their attention: Present the most important information front and center.

Select the job title carefully. Use familiar titles. Make sure it relates to the position.

Be creative and strategic with formatting. “Bullets” and Subheadings.

Communicate a mutually beneficial message. “Opportunity” instead of a “job.”

Provide ample details. But keep it short. Only include the essentials.

Include company information. Showcase culture, opportunities for advancement, perks

Proofread! Does it convey the right message? Enlist the help of someone else.
HOW TO CLOSE THE APPLICANT DEAL
Assess Your Current Hiring Process

How quickly do you reach out to applicants?

How do you reach out? Phone? Email? Text?

Are you involving “key players” in the process?

Are your job descriptions accurate? Are new hires fully aware of their job responsibilities?
How to Close the Applicant Deal

Treat Your Candidate Search Like a Good Customer Service Experience

- Make Use of Technology
- Give Them a Window
- Be the One in Charge
- Know Your Price Point
- Know Your Product
Interviewing…Remember; it’s a two-way street.
What makes for a productive conversation between the applicant and employer?

✓ Are you asking the “right” questions?

✓ Great conversations come from position-specific questions.

✓ Are you allowing applicants a chance to ask questions?
How To Close The Applicant Deal

Create a Template of Interview Questions

Provides a **fair, balanced, and compliant** interview process

Ensures each applicant is provided with the **same opportunity**

Allows for a **consistent interview process** and easier evaluation

Allow for **Q&A time** with the job applicant

**TAKEAWAY:**

Revamp Your Job Interview Questions

Use **specific questions** for each type of position
How To Close the Applicant Deal

Look Beyond the Resume

A resume is...
Designed to draw you in and “dazzle you.”
Not always a totally accurate view of who a candidate is and how they will perform, if hired.

In a hospitality and service-oriented business, it is especially important to assess the “intangibles.”

• Look for trends.
• How do they express themselves?
• Rate their etiquette and “politeness factor”
• Polished and professional appearance
A simple formula for success.

Competence (Are they capable of performing the job?)

+ Enthusiasm (Do they want to do the job?)

+Cultural fit (Are they a good fit for your company?)

= IDEAL CANDIDATE
Finalize the deal...

Congratulations!... You found the “perfect” candidate.

Before you extend an official offer...

Check References!  Previous employers and personal. This is a must!

Conduct Background Check!  The last but possibly most important step.
Retention…
The Recipe for Continued Success
Why is Employee Turnover in the Hospitality Industry So High?

- **Hiring the wrong person** just to fill the position or cover the next shift
- **Promoting** a top performer into the **wrong job**
- **Lack of training** to help employees adapt, grow, and succeed in their roles
- Poor or non-existent **on boarding process**
- No **performance reviews**
- No **interaction** between **management and employees**
- Improving labor market provides **employees with other opportunities**
- **Perception of** long hours and low pay
- Failure to perform and learn from **exit interviews**
Retention.. The Recipe for Continued Success.

Make them WANT to stay. Here’s how….

Promote From Within.
Employees will see how hard work pays off.

Create a Family Environment.
With a comfortable atmosphere and open door policy, employees are less likely to leave.

Encourage Career Development Opportunities.
Training and education will keep employees engaged and better equipped to serve.

Be Generous.
Offer competitive wages and benefits along with lots of perks!

Get Creative.
Small incentives make a big impact when budgets won’t allow for raises and bonuses. Find innovative ways to motivate, recognize and reward outstanding performance.
The Recipe for Continued Success... Retention

The Essential Ingredients for Retention Success

- Culture
- Employee-Supervisor Relationships
- Career Development
- Compensation and Recognition
Once you have found talented people for your team, make sure they know that job satisfaction is your top priority.
Group Discussion
FOR MORE INFORMATION…

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