



Recruitment and Selection

Learning Outcomes

By the end of this unit the learner will be able to:

- ✓ Discuss the importance of Planning in Recruitment Process
- ✓ Explore the Ideal Recruitment procedures
- ✓ Identify the Importance of Interview in Recruitment

Recruitment and Selection

Recruitment of staff and hiring is a vital element of hospitality services organisations. Front line staff that has the “natural” appeal and kinship with customers’ is especially important, while performance of the staff can be improved through customer care programmes. The indispensable qualities the hired individual must possess include an inviting personality and commitment to delivering good service. Cautious staff selection and hiring is important to cut down on turnover of staff and reduction of disciplinary problems, as well as, enhancement of employee satisfaction. You must take proper amount of time is choosing the right person to complement the job requirements and one that will fit in with the rest of the team. A lot of the unit manager’s time can be occupied with the recruitment and selection of staff especially if the turnover is high. When faced with the pressure of time, it can be tempting to cut down the energies needed for recruitment and selection and fast forward the process, but this frequently becomes a false economy because it leads to wrong people being hired. Before actually starting the process of hiring or selecting, it is important to take the time to consider the job carefully, what is expected of the person to be hired, and what kind of a person will be suitable to carry it out. A lot of managers associated with the hospitality and retail operations end up creating issues for themselves due to failure of proper hiring, and selection efforts. They fail to give sufficient importance to the need of planning required in hiring new employees. The first step begins with considering the duties and obligations required for the job and skills. The next step is recruiting new staff involves their motives for gaining employment and their needs in early stages of getting employment and beyond.

Flexible Employees

The demand for hospitality services change with time. In certain cases, such variations are predictable – the demand changes with the days of the week. For example, Monday is low demand day, while Saturday is high demand day; January sees a slowdown of business whereas December tends to be rather busy. It is common for these variations in trends to be considerably different with roughly 50% of the week’s sales taking place on Friday and Saturday, while 50% of the annual sales take place in November and December. In some situations, the variations are more difficult to anticipate – changes due to whether condition can result in more or fewer than normal sales.

In every situation, you must be in a position to call on the necessary staff required to meet the demand. This means being able to call in more staff in busy times and reducing the staff when sales are slow. Traditionally, full-time staff numbers have been maintained at the lowest levels possible and focus has been on more ‘skilled’ employees who are supplemented with extras as required.

- 1. Regular part-time staff:** working on a regular basis for a pub or restaurant for a varying number of hours every week depending on the need of the business;

2. **Casual staff:** such workers work full-time for a fixed term to fulfil the demands of the busy season or during the absence of the normal staff;
3. **Casual staff:** intermittent workers who work during the hectic periods. In certain situations, they may be sued for specific kinds of jobs like banquets or parties; and
4. **Agency staff:** this type of a worker is associated with a contractor or an agency that supplies staff to fulfil the planned or unplanned shortfalls.

These different foundations have made it possible for managers to fulfil the staffing requirements while minimizing the financial obligations to employing staff when the demand for services is slow. However, some problems do arise when using this approach:

- Employee loyalty to services, customers, and organisations becomes generally less;
- Employee earnings vary and create dissatisfaction;
- It can lead to greater labour turnover;
- Skill levels may be low because of limited investments in training;
- The quality of service may suffer;
- It may lead to lower productivity and sales per hour; and
- Customer repeats are less because of higher customer dissatisfaction.

One way of bypassing these problems is to recruit full-time employees in greater number, but establish a more flexible workforce through more skills training.

Regardless of the type of employment relationship – part time, full time etc. – hiring cannot take place in a vacuum. Hospitality retail employers are in competition with other service sector owners for workers and any particular service establishment might be hiring people with similar skills to those desired by another service sector employer:

- Supermarkets;
- Shops and stores;
- Other hospitality employers;
- Offices; and
- Call centres, etc.

The workforce available and your ability to draw enough staff with the right skills and characteristics are dependent upon the competition from other businesses and a group of factors which affects the overall supply of the workforce available in the market.

1. The degrees of employment or unemployment signify a major factor in hospitality services labour markets. In a sector with low unemployment, hiring into the hospitality retail organizations can be troublesome.

2. The industry profile of a given locality can yield fewer or greater numbers of recruits being potentially available even within a given level of unemployment. It has been harder to hire people into the hospitality retail sector in areas based on 'heavy' industry. Realising the possible hardships will allow you to be more persistent in your efforts to hire people in the given scenario.
3. The availability of people in the labour market differs in different regions and locations of the country. With greater number of women and young people available for employment along with the men, the potential supply of available workforce will be higher. The availability of workers also changes over the year, as some people may be looking for a second job to make additional income for Christmas or the summer holidays. Understanding this ebb and the dynamics of interest in a second job can aid you in drawing people for fixed terms to fulfil during the more difficult times.
4. The location of where the people live in relation to the workplace and the ease of transport facility to place of work is also a major factor. Late night duties in a remote part of the city may limit the number of potential recruits compared with those with own transport. Mapping the localities with housing schemes and transport facilities available can help to build a picture.
5. Educational facilities like secondary schools, universities and colleges of higher education all offer part-time, temporary, and casual workforce. Establishing lines of communications with relevant staff members in colleges and schools will aid in approaching potential employees.

The Importance of Planning Ahead

The more care and planning given to recruiting and selection process, the greater the chances of locating employees who will stick with your organisations and will make positive contributions to the establishment. Rapid recruitments always lead to problems later. Some useful points to build into the plan include:

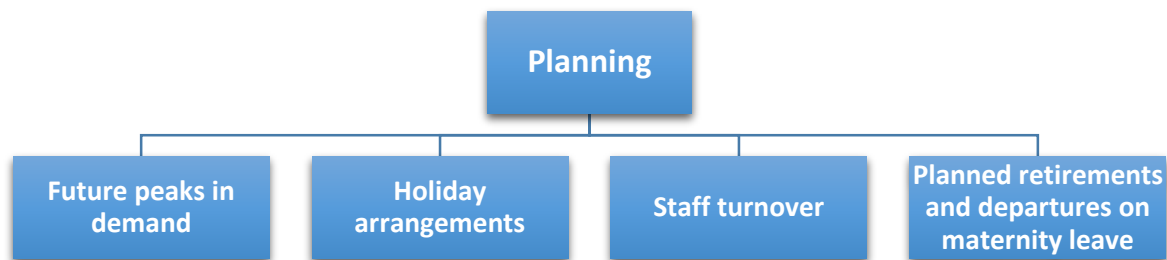


Fig. 4.1

1. **Future peaks in demand:** the Christmas build-up, or some other period when sales are above the norm; extra staff is needed.
2. **Holiday arrangements:** when staff takes planned annual holidays there is a need for staff to cover absent employees.

3. **Staff turnover:** creates an ongoing demand for replacement staff. Often it is more cost-effective to recruit replacement staff in batches to match the predicted loss.
4. **Planned retirements and departures on maternity leave,** etc.: will create some vacancies that have to be filled. They are predictable, and need to be planned into the recruitment process.

It is vital to go over the process of hiring new employees and the amount of time needed to construct an effective performer. Points like the time needed for recruiting, the average number of applicants required, the number of interviews that have to be conducted, and the induction duration and training programme all have to be considered. The greater time these steps take, the greater time you will have for the process of planning for the future. Flourishing recruitment is unrushed and systematic.

Describing the Job to be done

Even the tiniest establishments must take the time to think about the work to be done by the new hires. With careful thought about the demands of the job, you will be in a significantly stronger position to hire an individual who can make a positive contribution.

The Job Description

Begin with the job, not the jobholder or the terms and conditions under which they are to be employed. The job description has to include the given broad headings: Job title, department, and location: allocate the job a name and a position.

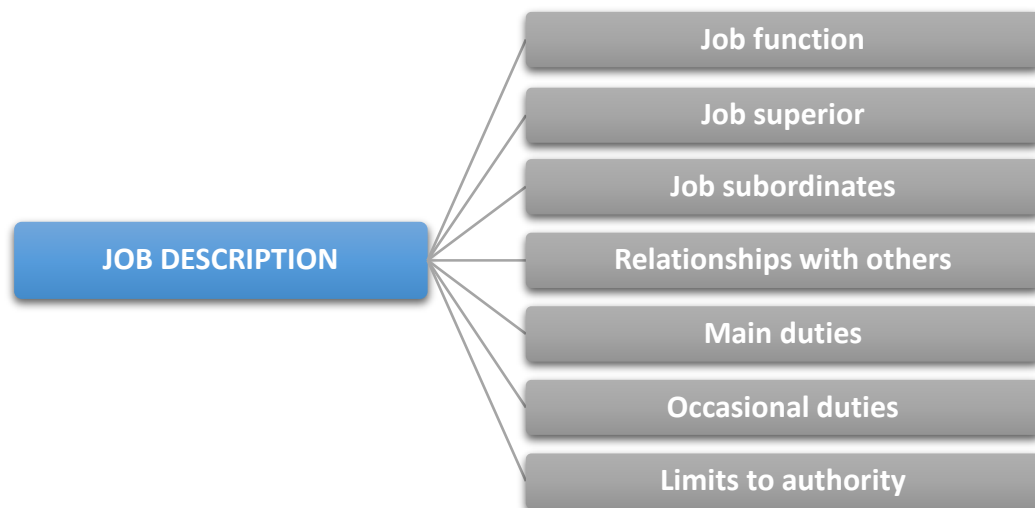


Fig. 4.2

- Job function: what the job is about.
- Job superior: to whom will the jobholder answer?

- Job subordinates: which jobs will the holder supervise?
- Relationships with others: non-hierarchical relationships.
- Main duties: what is to be done?
- Occasional duties: what is done now and then?
- Limits to authority: what the jobholder can/cannot decide.

When getting these papers, it is essential to think about the job and what you expect the jobholder to achieve. The chief duties are described with the help of active verbs. It is a good idea to show the current jobholder the description to ensure whether the job description correctly portrays the job being conducted now – organisations are dynamic and jobs change.

Describing the Ideal Recruit

It is common for managers to make mistakes in the process of recruiting of staff as they do not always think about the ideal person carefully who is needed to undertake the job as described in the job description. A carefully designed job description aids in thinking about the person needed – their background, previous experience, training and education, and characteristics and personality.

Below are some of the categories that need to be considered:

- Physical make-up: age, appearance, build, health, speech, eyesight. (Note: it may be possible to justify a specific sex, e.g., for lavatory attendant, but be careful.)
- Education and training: school qualifications and grades, further or higher education, recognized skills programme.
- Work experience: experience in industry, specific industry or sector, similar type of work, work in related sector with transferable skills, responsibilities for people or money.
- Personality: sociability and extraversion, empathy, honesty, stability, leadership, etc.
- Personal circumstances: requirement to work, requirement to work shifts, requirement to live in/out.

While in the process of putting together this list it is important to keep in mind that law requires to offer equal opportunities. Open discrimination on the basis of gender, ethnicity or religion is against the law. However, a superb unit manager will go beyond the law to make certain that every worker and prospective worker is treated fairly and equally.

Considerations regarding the type of individual required to lead also brings to mind:

- How you will run checks on the worker's qualities and abilities;
- The process of selection ; and
- The best places from where to get this type of an employee.

Attracting Candidates

Once the duties of the job to be filled have been finalized and the type of person needed, you have to move ahead with the best sources from where such a candidate will be found before thinking about how to attract them. The purpose of attracting applicants is to ensure that a sufficient number of them apply for the job so the ideal can be selected from amongst them.

- Too many applicants can create as many problems as having too few.
- The aim must be to appeal to a suitable number of applicants.

Candidates will be attracted from the available local labour market and the below listed items indicate some basic methods of communicating with potential applicants to let them know of the job vacancies. As all advertising proves, the more focused and accurate the message, the more chances of it appealing to the suitable applicants. Unclear, deceptive and fraudulent descriptions of the job or the individual required are always counterproductive.

Internal come from inside you unit and can include:

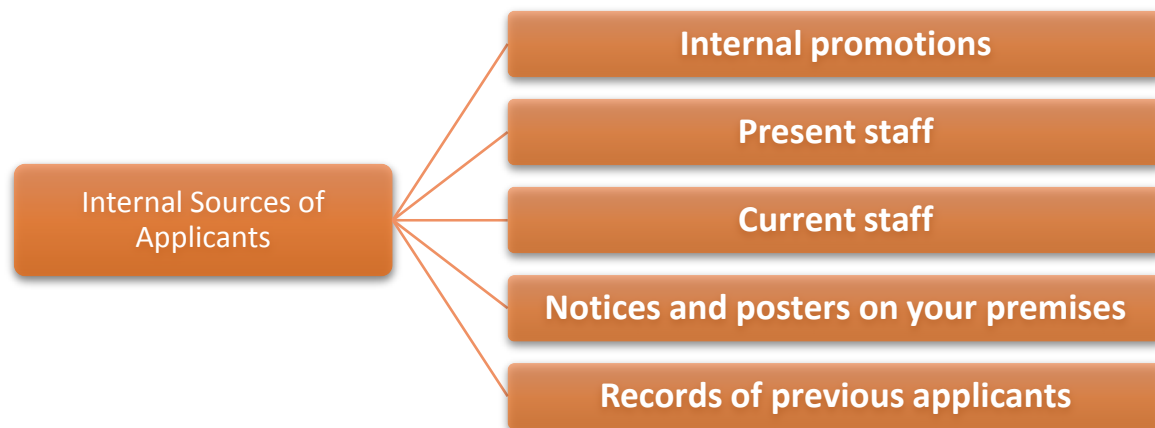


Fig. 4.3

Internal promotions – aids in building staff morale and shows that workers can progress if they stay with you.

Present staff – temporary, part-time, or casual workers who desire to be employed full-time. As above, this provides motivational benefit, but more important you have better understanding of the worker than that of the external applicant.

Current staff – can make recommendations of individuals they know (family/friends). Again, this means a better knowledge of the new worker. It is also cost effective as advertising costs are cut. However, there is normally an introduction fee for the staff member and there is the danger of establishing cliques in the work environment.

Notices and posters on your premises – customers or their contacts can also be sources of prospective employees. While fairly cheap, there might be issues with impression created by the ongoing worker turnover. Also, some establishments do not approve of customers becoming employees; others feel this is an advantage.

Records of previous applicants – it is standard for the process of recruitment to attract more suitable candidates than vacancies open. It is a smart move to keep the details of such applicants on record so that they may be contacted in can another vacancy arises. Steady interest in working in the establishment can be an indication of future stability.

External sources of applicants coming from outside the unit can include:

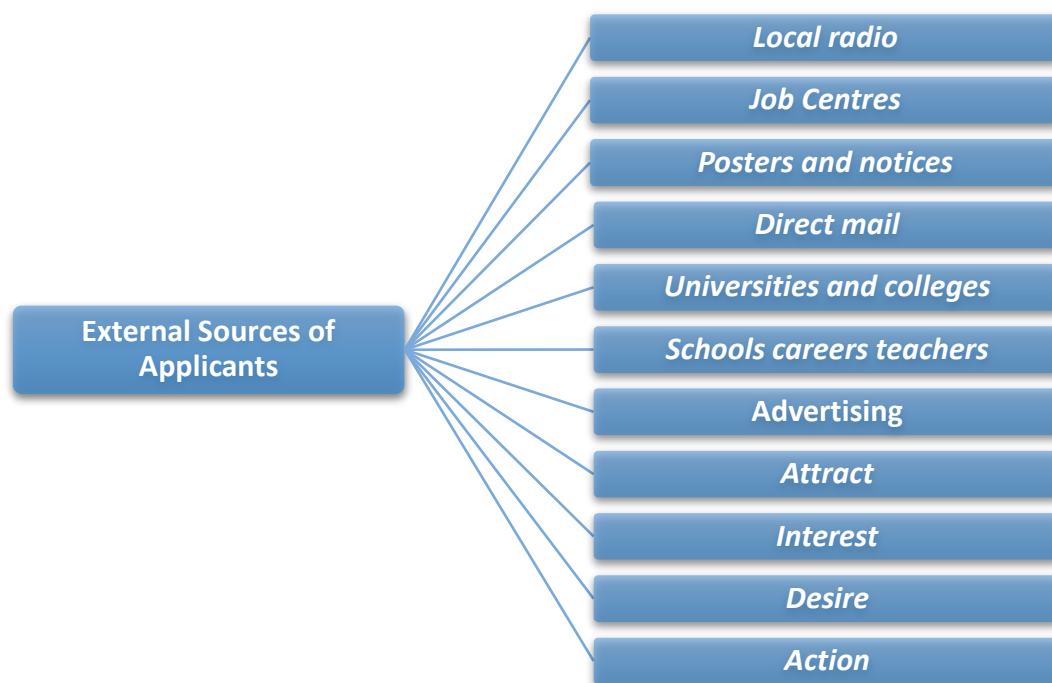


Fig. 4.4

Newspaper- local newspaper advertising, some management and skilled jobs might be recruited from the national labour market. The major benefit here is that the ad will be seen by a large number of individuals who may be interested in the job. Such advertising can take the form of box advertisements or classified ads. The former are expensive and best left for large recruitment campaigns.

Local radio-gives a good cover and may be employed in major recruitment campaign – perhaps when opening a new unit – but can be expensive for a continuous recruitment process for a single unit.

Job Centres and other state employment agencies can offer permanent, usually low-cost source of workforce. In some cases, commercial recruitment agencies may be used, but they tend to be rather expensive for the typical frontline staff.

Posters and notices in the shop's window or local clubs are normally low cost and visible to individuals who reside in the locality.

Direct mail postings to local housing estates: again, these are in the local vicinity and an inexpensive method. They are good for openings and re-launching.

Universities and colleges near your establishment is a good source of workers. Students on hospitality, tourism or leisure programs are well worth prioritizing, but almost all students provide a good source of potential recruits. It is also worthwhile to get in touch with course leaders or career officers as well as Student Unions.

Schools careers teachers are also a good source of workers both for young people completing their schooling and in search for permanent employment and for ongoing students, who are in need of part-time, temporary, and casual work. Work experiences seminars are also a good source of workers-many courses have two-or three-week periods to allow work familiarization. Hospitality retail managers can make use of such sessions to advocate careers in their establishment.

Time used in establishing contacts with significant individuals in these local organizations will prove to be a valuable investment for the future. This is a special need of the hospitality retail organizations as they experience a quick staff turnover. Elevated levels of staff turnover can be expensive but a reality in some units, and making certain that you have a strong supply of prospective labour is important.

Advertising

A lot of the sources of external recruitment that will be available to you as a manager of the unit will hail from outside the unit. In certain cases, notes will be provided by the head office, and you will not have the freedom to spend too much money on advertising-perhaps only display advertising in the local papers. However, regardless of the medium, keep in mind the general points that lead to a successful job advertising.

Attract the interest of the prospective applicant. Typically, this will show boldly the title of the job (Kitchen Assistant). Ensure that this key factor stands out and can't be missed.

Interest - after the individual's attention has been gained, inform them of who, what, and where the work at hand is and the company name. In a few words, you should describe the function of the job and its location; offer a short outline of the type of individual required; the salary and opportunities for advancing. You want to be able to attract the right kind of the applicant and discourage the ones who are not suited.

Desire - your purpose is to make the advertisement arouse a desire within the reader to act and follow - up on the advertisement. At this point, many go wrong. In certain cases, the adverts are simply too boring, in others, there is an overselling of the job and erroneous information. A desire has to be stimulated in the reader by offering truthful information.

Action give clear instructions about how to follow - up on the advertisement- for instance, a telephone number or an address so that interested people can request an application form. While a very obvious point, this is a typical mistake made in many advertisements.

Getting Information from the Candidates

The application form has to be designed in such a way that it is simple to complete and allows candidates to provide the necessary information you need to assess their suitability:

- Name;
- Address;
- Gender;
- Age;
- Education and training;
- Past work experience;
- Other interests;
- Personal circumstances; and
- Names and addresses of references.

The application form has to be set up so that the needed information for the decision to proceed with the application can be seen with ease, and more importantly, had been supplied by the applicant.

An uncomplicated layout that asks unmistakable questions is a necessity. A typical mistake is the lack of space that the application forms provide. This does not allow enough space for applicants to fill all their details and it contains vague questions.

Short - Listing the Candidates

The applications received have to be reviewed to decide which applicant match most closely with the job specifications. The applications should be sorted systematically by comparing each one with the specification criteria by using a matrix. This will enable you to see clearly how closely each candidate matches with the outlined requirements, as well as, allowing a comparison of the candidates.

Selection

The purpose of the selection process is to keep the progression going and find out as much information about the candidates as possible so that the final decision to hire or not to hire is based on sound information. Normally, the selection of workers to work in hospitality retail establishments takes place after a simple interview with the manager; however, there are other options that are worth taking a look at.

One-to-One Interview

The unit manager or a deputy conducts the candidate interviews individually on his or her own. This method saves time of the management but the weak point is that only one person's judgment is involved. It is too easy for the interviewer to miss out on some vital pieces of the interviewee's quality or personal prejudices can come in the way.

Two or more Interviewers

This interview is conducted with one or multiple interviewers- the unit manager along with a deputy. Here, the aim is to bring in a wide range of insights and skills on which to base the selection. In certain situations, one person asks the questions while the other only observes and takes notes. While this procedure is more expensive on management time, it yields results and builds safeguards against individual prejudices.

More than One Interview

In times when there are several suitable candidates, managers can conduct an initial round of interviews and short list candidates that appear in a second round of interviews – this normally occurs on a different day. This type of selection is expensive both for management and the candidate. Normally, this kind of approach is used when selecting skilled staff or management personnel. The plus point is that more candidates are seen, and the selection is eventually based on the candidate's performance on two occasions.

Role Plays

In this, the intent is to provide the candidate with a real situation and ask how they would deal with it, meaning they perform in the given role. This provides more information about the candidate in a non-interview setting. Some typical examples involve asking the candidate how they would deal with a certain type of customer complaint in which manager plays the role of the disgruntled customer. In other cases the candidate may be asked to sing or tell a joke. Role plays and evaluating the performance generally require more than one manager. Role play approaches are also more expensive, as the candidates go through a double process of interview and then the role play. The positive point is it provides a wider set of behaviours and information of the candidate.

Personality/Aptitude Test

Aptitude and personality tests function to supply more information about the applicants which the recruit can use to reach a final decision. Personality tests can be of different types but there are certain issues that can occur with these. It is possible to measure the different dimensions of *extraversion and introversion* as well as dimensions of *stability and instability* using these tests. Likewise, aptitude tests measure a person's overall abilities and suitability for a specific type of job. The issues arising out of these sets of measures are that while they both seem to be 'scientific', they are not foolproof predictors

of future work presentation. It is entirely possible for the performance to be affected by other external factors affecting the worker, and it is also possible for a person acquainted with such tests to give answers that are not really true reflection of their abilities and personality. However, used in conjunction with other hiring techniques they can provide some valuable aid in the decision - making process.

References

References from previous employers or character witnesses also provide important information and are a vital part of the hiring process. Typical procedure is to follow up on the references after the initial interview; some managers even ask for references prior the interview. In the latter situation, current employers might not know that their employ is applying to another firm, which can create problems. However, information provided through references can be very helpful when deciding between candidates. While references can be very helpful, information collected through them needs to be used with caution, as they can be subject to bias.

- In the majority of cases, employers might offer overly and explicitly damning criticism of the employee.
- In other cases, they may be excessively complimentary about the employee they wish to get rid of.
- In some other cases, due to the bad feelings created because an employee wishes to leave may make the employer unfairly critical of the worker.

Selection Interviews

As indicated before, the selection interview's purpose is to attain additional information about an applicant so you can make a better choice. At many times, people feel easier about judgements that they make in an interview than is justified by experience. Interviews have a number of flaws: You have to judge people based on only one short meeting. People tend to perform in a formal interview and so an interview may not necessarily provide a true reflection of their work abilities.

It is also possible that a formal environment may make some people nervous thus hindering their performance. The interview depends on subjective judgement and may involve the 'halo effect' or a prejudice. Some of these issues can be resolved by having a few colleagues present during the interview process, and by making judgement through a variety of sources of information.

Prior to the Interview

1. All other managers who will take part in the interviewing process have identified and invited.
2. Interview procedure has been identified; test and role plays have been selected that are to be used in the selection of applicants.
3. Make sure you have read through all the candidate's application forms and identified issues that need to be explored with each candidate.
4. You have identified a quiet room for interview that will be free
5. Sufficient time has been allocated for each interview.

6. You have invited the candidates to attend at the appropriate time.
7. The room layout has been considered along with the style of the interview

During the Interview

1. Adhere to the time allocated strictly - poor time-keeping can create a bad impression.
2. Start by introducing yourself and the other interviewers; which helps the person relax.
3. Explain the interview and selection process, especially when they will hear the result.
4. Assume a relaxed and friendly style.
5. Start with simple general questions.
6. Ask open-ended questions as they prompt interviewees to talk.
7. Listen to answers with care and pick up on issues that come up.
8. Always give the impression that you are interested in the candidate and are genuinely concerned to provide the candidate with a fair chance.
9. Give the candidate an opportunity to ask questions.
10. Understand that the interview is a two-way process and you want each candidate to depart with a good impression of the organization.
11. Close the interview on time and in an orderly manner, and make sure the candidate knows what will happen next.

After the Interview

1. Take notes about what the candidate says – using a scoring system can help to make the selection.
2. If more than one interviewer is involved, confer with the others to decide on the candidate to be selected.
3. If references were not asked for earlier, request them now –once they arrive; confirm the candidate (or reconsider in the light of the references).
4. Write to successful applicant confirming the appointment and give instructions on joining. The selection and recruiting procedure has to be carried out in a fair and legal way.

Once the selection has been made, an induction programme has to be instigated so that the new employee can ease their way into the new job quickly and effectively.

New Employee Induction Programmes

An Induction Programme: aids in welcoming the new employee and making them feel like they belong to the organization. The organisation benefits from providing induction training, which includes:

- Helping to reduce customer service problems;
- Enhances productivity levels with new employees becoming effective more rapidly; and
- Shows statutory duties for safe and hygienic working practices.

Regardless of whether new employees are part-time, full-time, temporary, or casual workers, they all need Induction Programmes.

When an Induction Programme is being planned, it is essential to take into consideration the information and experiences that will help them to settle in and how to provide it. Normally, it is best to deliver an Induction Programme over a period of time. It is not a good idea to give excessive amounts of information on the first day. Good Induction Programmes take place over the initial few weeks.

On the First Day of Work

Remember that every new recruit is likely to be nervous about the new job, and the chief objective is to put them at ease. Excessive amounts of pressure and insufficient preparation for work pressures are a major reason for staff turnover. Ensure that each new comer knows the location of the main facilities they will need. It is a good idea to use a 'buddy' system for the new recruit, who can then show them how things work and help them fit in. A basic health and safety rundown along with proper hygiene is beneficial at this point. While practices differ, induction is effective when new employee is timetabled as an extra for the initial few days. He may be made to work with a more experienced employee, and it is vital to cut down on the pressure at the early learning stage.

Further Reading:

- ✓ *Michael J. O'Fallon, Denney G. Rutherford,(2011), Hotel Management and Operations*
- ✓ *Margaret Dale, (2003), A Manager's Guide to Recruitment & Selection*
- ✓ *Hitt, (2005), Management*