

Recruitment

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

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

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

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

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

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

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

Recruitment advertising in the hospitality industry

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

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

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

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

Labour markets

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

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

Primary labour market

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

Secondary labour market

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

International labour market

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

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

Discrimination

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

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

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

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

WHAT is our policy?

Our mission is EQUAL EMPLOYMENT OPPORTUNITIES FOR ALL.

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

MAKING IT HAPPEN

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

Recruitment and Selection

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

Training and Development

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

Terms and Conditions of Employment

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

Figure 4.1 Hilton UK equal opportunities statement
Source: Reproduced by courtesy of Hilton UK.

WHY do we have a policy?

Because it makes good business sense to do so.

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

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

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

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

WHO is responsible for the policy?

Everyone in the Company has a responsibility for the policy.

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

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

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

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

WHEN does the policy apply?

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

WHERE is the policy applicable?

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

WHAT is unlawful discrimination?

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

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

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

Figure 4.1 *continued*

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

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

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

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

WHAT TO DO if there is a problem?

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

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

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

Figure 4.1 *continued*

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

The recruitment process

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

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

Personnel specification

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

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

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

Internal recruitment

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

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

External recruitment

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

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



Marriott.
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COURTYARD.
Marriott

PERSON SPECIFICATION

(To be completed with Job Description prior to recruitment)

JOB TITLE LOCATION

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

COMPLETED BY DATE

AUTHORISED BY DATE

Figure 4.2 Example of person specification form

Source: Reproduced by courtesy of Marriott Hotels.

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

Figure 4.3 Personnel specification for a chef

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

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

Advertising

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

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



CHOICE HOTELS
EUROPE

**NEW EMPLOYEE INTRODUCTION
BONUS SCHEME**

£50.00

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

£50.00

It's as simple as that.

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

SECTION 'A'

Introducing:	Mr/Mrs/Miss	
	Address:	
		Tel No:
	For the permanent position of	
	at	(Location)
	(Hotel/Unit Name)	

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

Name:	Signature:
Date:	Position:
Hotel/Unit Name:	Location:

Section 'B' (Office use only)

Confirmation of new employee engaged:

Name:	Hotel/Unit Name:	Location:
Position:	D.O.C.	
Date of First Payment:	Date Paid:	GM. Signature:
Date of Second Payment:	Date Paid:	GM. Signature:

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

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



CHOICE HOTELS EUROPE

CGENERALREF04DJR0509

Figure 4.4 New employee introduction bonus scheme

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

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

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

Figure 4.5 Recruitment sources and media (external)

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

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

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

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

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

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

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

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

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

THE SPLENIDE HOTEL
invites applications for the position of

CHEF DE CUISINE

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

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

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

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

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

A. Smith, Food and Beverage Manager,

vacancy larger than hotel name

brief description of employer

job description

person required

main conditions of employment

how to apply



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

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

Figure 4.6 Display advertisement for a chef de cuisine

THE SPLENDE HOTEL

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

A SMART ENERGETIC PERSON

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

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

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



Splendide Hotel
Newtown, Newtownshire
Telephone Newtown 10021 12345

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

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

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

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

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

Attract	ATTENTION
Create	INTEREST
Stimulate	DESIRE
Lead to	ACTION

**WORKING
HEAD CHEF**
required

for busy 60-bedroomed
Hotel.

Large banqueting suite,
100-cover restaurant
and pub food operation.
Ideal candidate will be
required to form five
commis into a cohesive
team, maintain strict
food cost control and
attain percentages.

Candidate will be
totally responsible for
kitchen cleanliness.

Apply in writing to:
**Managing Director
Osterley Hotel
764 Great West Road
Isleworth, Middlesex**
CVCR25-017

Figure 4.8 Semi-display advertisement

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

Figure 4.9 Classified advertisement

Recruitment agencies

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

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

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

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

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

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

Word of mouth

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

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

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

Costs

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

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

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

Figure 4.10 Recruitment costs analysis for various jobs and media

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

Recruitment code

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

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

The future of recruiting in the hospitality industry

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

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

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Questions

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